PUBLIC RELATIONS JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA

#49

SOCIAL SCIENCES
AUG 13 1952

Annual conference planners...

COVER PHOTO

Shown meeting in Washington, D.C., PRSA national leaders planning the Society's Fifth Annual Public Relations Conference to be held at the Statler in the nation's capital, November 23-25, are grouped around John L. Dupree, Annual Conference Committee Chairman. (L to R): William G. Werner, PRSA Vice President; Ed Lipscomb, President; and Walton Onslow, President of the Society's Washington D. C. Chapter, who serves as Chairman, Host and Arrangements Committee.

Public Relations Society of America, Inc.

2 West 46th Street • New York 36, New York • Circle 6-0742

OFFICERS

President—Ed Lipscomb, National Cotton Council of America, Memphis, Tenn.

Executive Vice President—Robert L. Bliss, New York, N. Y.

Vice President—William G. Werner, The Procter & Gamble Company, Cincinnati, Ohio

Secretary—G. Edward Pendray, Pendray & Co., N. Y., N. Y.

Treasurer—James P. Selvage, Selvage & Lee, N. Y., N. Y.

Regional Vice Presidents

Canadian—William E. Austin, Dominion Brewers Ass'n., Ottawa
Central—George M. Crowson, Illinois Central Railroad, Chicago
Eastern—Walter W. Belson, American Trucking Associations, Inc., Washington, D. C.
New York City—John W. Hill, Hill and Knowlton, Inc., New York
Southern—Horace C. Renegar, Tulane University, New Orleans
Southwestern—Harry C. Webb, Texas Gulf Sulphur Co., Houston
Western—Burns W. Lee, Burns W. Lee Associates, Los Angeles

EXECUTIVE COMMITTEE

The President, Vice President, Secretary, Treasurer and:
J. Handly Wright, PR Consultant, St. Louis, Mo., Chairman
Clark Belden, The New England Gas Association, Boston, Mass.
W. Howard Chase, General Foods Corporation, New York, N. Y.
George M. Crowson, Illinois Central Railroad, Chicago, Illinois
Milton Fairman, The Borden Company, New York, N. Y.

BOARD OF DIRECTORS

NELSON W. ALDRICH, Utah Copper Division, Kennecott Copper Corp., Salt Lake City, Utah
EDWARD C. AMES, Owens-Corning Fiberglas Corp., Toledo, Ohio
WILLIAM E. AUSTIN, Dominion Brewers Association, Ottawa, Canada
CLARK BELDEN, The New England Gas Association, Boston, Mass.
WALTER W. BELSON, American Trucking Associations, Inc., Washington, D. C.
G. GORDON BIGGAR, Shell Oil Co., N. Y., N. Y.
IRVIN BORDERS, Los Angeles State College of Applied Arts and Sciences, Los Angeles, Cal.
WILL W. BOWMAN, Utah Power & Light Co., Salt Lake City, Utah
LANSING T. CARPENTER, Walkley Hill Rd., Haddam, Conn.
CHARLES C. CARR, PR Consultant, St. Petersburg, Fla.
W. HOWARD CHASE, General Foods Corp., New York, N. Y.
CHESTER W. CLEVELAND, Phillips Petroleum Co., Bartlesville, Okla.
JAMES H. COBB, Delta Air Lines, Atlanta, Ga.
AYRES COMPTON, Ayres Compton Associates, Dallas, Texas
GEORGE M. CROWSON, Illinois Central Railroad, Chicago, Ill.
PENDLETON DUDLEY, Dudley, Anderson and Yutzy, New York, N. Y.
WILLIAM A. DURBIN, Burroughs Adding Machine Co., Detroit, Mich.
PAUL L. EDEN, Hill and Knowlton of Cleveland, Cleveland, Ohio
MILTON FAIRMAN, The Borden Co., N. Y., N. Y.
LLOYD E. GRAYBIEL, American Trust Co., San Francisco, Cal.
ARTHUR P. HALL, Aluminum Co. of America, Pittsburgh, Pa.
REX F. HARLOW, Public Relations Institute of the West, Palo Alto, Cal.
JOHN W. HILL, Hill and Knowlton, Inc., New York, N. Y.
CAROLINE HOOD, Rockefeller Center, Inc., New York, N. Y.
GORDON D. HULME, The Shawinigan Water and Power Co., Montreal, Canada
KEEN JOHNSON, Reynolds Metals Co., Louisville, Ky.
PAUL W. KIESER, Dana Corp., Toledo, Ohio
E. LEO KOESTER, Cincinnati Chamber of Commerce, Cincinnati, Ohio
BURNS W. LEE, Burns W. Lee Associates, Los Angeles, Cal.
ED LIPSCOMB, National Cotton Council of America, Memphis, Tenn.
JOHN MARTIN, Massey-Harris Co., Ltd., Toronto, Ontario, Canada
MALORY McDONALD, Missouri Pacific Lines, Houston, Texas
WILLIAM H. McGAUGHEY, Nash-Kelvinator Corp., Detroit, Mich.
PAUL M. MORRIS, St. Louis-San Francisco Railway Co., St. Louis, Mo.
JOHN L. MORTIMER, United States Steel Corp., Houston, Texas
ALBERT G. MOTSCH, U. S. Department of Labor, Washington, D. C.
GRETA W. MURPHY, Milwaukee School of Engineering, Milwaukee, Wis.
WILLIAM R. NORWOOD, Castle & Cooke, Ltd., Honolulu, Hawaii
G. EDWARD PENDRAY, Pendray & Co., New York, N. Y.
VIRGIL L. RANKIN, Boston Univ. School of Public Relations and Communications, Boston, Mass.
CARL REINKE, Canadian Industries, Ltd., Montreal, Canada
HORACE C. RENEGAR, Tulane University, New Orleans, La.
OSGOOD ROBERTS, U. S. Dept. of Defense, Washington, D. C.
ERLE B. SAVAGE, Jr., The Addison Lewis Company, Minneapolis, Minn.
G. H. SAVILLE, Ohio State Medical Association, Columbus, Ohio
JAMES P. SELVAGE, Selvage & Lee, N. Y., N. Y.
THEODORE R. SILLS, Theodore R. Sills and Co., Chicago, Ill.
SHIRLEY D. SMITH, PR Counsel, Memphis, Tenn.
JOHN L. TERRELL, Magnolia Petroleum Co., Dallas, Texas
FRANKLYN WALTMAN, Sun Oil Co., Philadelphia, Pa.
HARRY C. WEBB, Texas Gulf Sulphur Co., Houston, Texas
WILLIAM G. WERNER, The Procter & Gamble Co., Cincinnati, Ohio
THOBURN H. WIANT, Young & Rubicam, Inc., Detroit, Mich.
RUSSELL WILKS, U. S. Rubber Co., N. Y., N. Y.
SCOTT WILSON, Scott Wilson & Associates, New Orleans, La.
SALLY WOODWARD, Flanley & Woodward, New York, N. Y.
J. HANDLY WRIGHT, PR Consultant, St. Louis, Mo.

CHAPTER SECRETARIES

ATLANTA—Julian N. Trivers, Davison-Paxon Company, 180 Peachtree Street, N.W., Atlanta, Ga.
CHICAGO—Samuel L. Austin, Chicago Mercantile Exchange, 110 N. Franklin St., Chicago, Ill.
CINCINNATI—E. Leo Koester, Cincinnati Chamber of Commerce, 1203 Federal Reserve Bank Bldg., Cincinnati, Ohio
COLUMBUS—Nevin J. Rodes, Kelly & Lamb Advertising Agency, 897 Higgs Ave., Columbus, Ohio
DETROIT—Howard E. Hallas, Nash-Kelvinator Corp., 14250 Plymouth Rd., Detroit, Mich.
HAWAII—Clarence L. Hodge, Chamber of Commerce of Honolulu, Dillingham Bldg., Honolulu, Hawaii
HOUSTON—Conrad H. Collier, Tennessee Gas Transmission Co., P.O. Box 2511, Houston, Texas
INTERMOUNTAIN—Joel L. Priest, Jr., Union Pacific Railroad Co., 10 S. Main St., Salt Lake City, Utah
MID-SOUTH—Mrs. Virginia Robinson, Arkansas Resources & Development Commission, 114 E. 2nd St., Little Rock, Arkansas
MINNESOTA—Tres Goetting, Campbell-Mithun, Inc., 1370 Northwestern Bank Bldg., Minneapolis, Minn.
NEW ENGLAND—Ten Eyck Lansing, Ten Eyck Lansing & Staff, 419 Industrial Trust Bldg., Providence, R. I.
NEW ORLEANS—Larry O. Guerin, Lykes Brothers Steamship Co., Inc., Whitney Bldg., New Orleans 11, La.
NEW YORK—Alan Q. Peek, The Wool Bureau, 16 West 46th St., N. Y., N. Y.
NORTH TEXAS—Ayres Compton, Ayres Compton Associates, 1327 Kirby Building, Dallas, Texas
NORTHEAST OHIO—Wayman H. Thomasson, YMCA, 2200 Prospect Ave., Cleveland, Ohio
OKLAHOMA—Cleve Bullette, Service Pipe Line Co., Box 1979, Tulsa, Okla.
PHILADELPHIA—Mrs. Helena P. Rhoades, 7117 Germantown Ave., Philadelphia, Pa.
ST. LOUIS—Arthur E. Wright, Jr., Condor Films, Inc., 1006 Olive St., St. Louis, Mo.
SAN FRANCISCO BAY AREA—Willard Swain, California and Hawaiian Sugar Refining Corp., Ltd., 215 Market St., San Francisco, Cal.
SOUTHERN CALIFORNIA—Paul K. Walp, Colorado River Board of California, 315 S. Broadway, Los Angeles, Cal.
ROCHESTER—William H. Corwin, Taylor Instrument Companies, 95 Ames St., Rochester, N. Y.
TOLEDO—John H. Barker, The Toledo Edison Co., The Edison Bldg., Toledo, Ohio
WASHINGTON, D. C.—Ludwig Caminita, Jr., 777 14th St. N.W., Washington, D. C.
WISCONSIN—Mrs. Greta W. Murphy, Milwaukee School of Engineering, Milwaukee, Wisc.

NOTED IN BRIEF . . .

• Readers will find guidance for closer cooperation with television program managers in the pointers developed by Lawrence McCracken in his article based on interviews conducted with TV and radio executives.

• John Dudley Scruggs presents a case for utilizing landscape architecture in public relations programing.

• Religion faces some problems of communication and understanding that call for realistic public relations thinking on the part of clergymen, in the opinion of L. Harold Lindbeck. He calls upon public relations people to seek ways to bridge the gulf between the church and its parishioners.

• PR consultant—or press agent? Do our newspaper editors differentiate between these approaches to practice in our field? Earle Ferris, speaking from his experience as a dean of public relations consultants has some thought-provoking ideas for readers regarding professionalism in a service business.

• George W. Freeman urges public relations people to consider the college classroom as a useful outlet for surplus or outdated PR material that can be adapted for student instruction purposes.

G. Edward Pendray
Editor

Robert L. Bliss
Managing Editor

Laura E. Freed
Associate Editor and Business Manager

Janet J. Bauer
Circulation Manager

PUBLICATIONS BOARD
John W. Hill, *Chairman*

Editorial Committee
G. Edward Pendray, *Chairman*

Robert T. Borth — Paul Haase
Homer N. Calver — Lawrence McCracken
Albert Carrière — Dudley L. Parsons
Pendleton Dudley — Glen Perry
Robert D. Eckhouse — Harold A. Smith
Richard Strickland

Advertising Committee
John P. Broderick, *Chairman*

Published monthly, copyright 1952 by the Public Relations Society of America, Inc., at 2 West 46th Street, New York 36, N. Y., Robert L. Bliss, Executive Vice President. Of the amount paid as dues by members of the Society, $5.00 is for a year's subscription for the *Public Relations Journal*. Reentered as second class matter March 13, 1952. at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates: $5.00 a year; foreign $6.00. Single copy 50 cents.

PR JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA
2 West 46th Street • New York 36, New York • Circle 6-0742

VOL. VIII, No. 8 **AUGUST, 1952**

ARTICLES

What TV wants from PR . . . . . Lawrence McCracken 3
Some pointers revealed by interviews with TV and radio executives on services wanted from PR people

Landscape architecture . . . a new kit of tools
John Dudley Scruggs 5
A practicing landscape architect cites examples and possibilities for relating the practice of landscape architecture to public relations

PR Question of the Month— . . . . . Albert Carrière 7
What are the causes of PR "flops"?

How We Did It— . . . . . J. Lewell Lafferty 8
Republic National Bank of Dallas awards certificates to workmen to prove that a bank is human

Public relations and the Christian church . . J. Harold Lindbeck 9
. . . A great gulf has existed all too long between public relations and the ministry. To bridge this gulf is a challenge facing both clergymen and public relations people. Perhaps the initiative could well be taken by public relations . . .

Family night—the hard way! . . . . . Edgar M. Gemmell 12
How a series of "family nights" was conducted successfully, despite uninviting company buildings and product

More on the important theme of where your successor will learn about PR . . . . . Howard M. LeSourd 14
Scott M. Cutlip 15

Overlooking the obvious . . . . . Earle Ferris 16
. . . The obvious point, often overlooked, is that the large newspapers do not yet differentiate professionally between a PR counselor and a press agent . . . until the day dawns when PR is universally hailed by all valid accrediting sources as a "profession," it will remain at least in part a service business. And a service business has agents as well as directors . . .

"Trash" into Treasure—PR . . . . . G. Willard Freeman 19
A college professor calls on PR people to send their "waste" material to teachers for student use

NEWS SECTION

News in View 22
Fifth annual public relations conference organized 23
Journal subscription and advertising rates increased 23

REGULAR FEATURES

Book reviews 21
Chapter news notes 27
Editorial 2
Membership postings 24
People 25
Welcome to new members . . . 27

EDITORIAL PAGE

Christianity and Business

RECENTLY the late Dr. Henry C. Link said, in an article in the PUBLIC RELATIONS JOURNAL: "Most companies are not much better prepared to educate public relations workers than they are to train ministers. And, incidentally, these two vocations have a good deal in common."

The more one reads and labors in public relations, the more one becomes aware of the presence of spiritual qualities and Christian principles in the actions and sayings of the leaders in public relations. All through PR activities there is ample evidence of the application of the Ten Commandments and the Golden Rule, the moral foundation of our way of life.

Within this moral foundation, our code of moral conduct, based on the Ten Commandments and the Golden Rule, there is a complete way of life, which takes care of every phase of human life – spiritual, political, social and economic. Public relations more often than not can be found giving expression to this moral code. Examples can be found in employer-employee relationships, community relations programs, advertising policies, public information policies, and, in fact, in the Professional Standards for the Practice of PR which the Society has recently adopted.

Speaking to the Executive Committee of the Public Relations Society of America, President Ed Lipscomb said: "First, what is the greatest public responsibility of our profession and what can we do about it? In my opinion it is to see to it that we do not accept in our national life the pagan principle of the all-powerful state and the insignificant citizen in place of the Biblical concept that man is sovereign and the state exists only to protect that sovereignty from trespass by others. We can meet that responsibility by using the tools of our profession and molding public opinion during the critical months ahead."

In hundreds of ways public relations expresses the adherence of business to the Christian principles set forth in our moral code. Read the PR programs of many, many business enterprises and see reflected there integrity, honesty of purpose and intent, qualities of tolerance and understanding and an earnest desire to do the right thing—the greatest good for the greatest number.

There may be those who see little or no connection between the Christian way of life and public relations, and will say that a public relations program is realistic—that it is merely practical business; but is it not equally true that adherence to Christian principles, to the moral code of life, is no less realistic, no less practical? It is just that with many of us what we call religion has been relegated to the seventh day. Religion has become a means of security in death rather than security in living, a sacrosanctity acknowledged in the realm of the ethereal as opposed to the practical.

Actually, the great strength of the free enterprise system, or the American way of life, is that more than any other economic system in the world it embodies the teachings of Christ—the freedom, dignity, or God-like quality of the individual.

In 1945, in a widely distributed pamphlet *Public Relations and the Community*, Louis B. Lundborg said: "The one cardinal principle of public relations above all other things, is that of respect for the sanctity of the individual. Unless a public relations program is based upon respect for the dignity of the individual man at the end of the line, no appeal to the mass will ever penetrate below surface emotions. That is the common denominator between democracy, Christianity, and public relations."

That this economic system has survived and will continue to survive, despite such setbacks as it may encounter along the way, is not due to bathtubs, telephones, and a per capita number of automobiles. These things are not the cause but the effect. The cause is individual initiative springing from the qualities of freedom, human dignity, love—the individual qualities that make for group economic morality.

The connection between a nation's morals and its material welfare is simple and certain.

ARTHUR M. SARGENT

Secretary
The California Society of
Certified Public Accountants
San Francisco, California

PR at the Grass Roots

WE HAVE AN IDEA that the hundreds—or perhaps thousands—of public relations men and women located in companies or as independents outside the great metropolitan centers, who are busy publicizing their clients at grass roots levels, are doing more to "sell" the free enterprise system to the American public than all the efforts of NAM, the Conference Board people, and other well organized and well financed set-ups.

These are the unsung heroes of our profession. More power to them!

What TV wants from PR

Some pointers revealed by interviews with TV and radio executives on services wanted from PR people

By Lawrence McCracken

Director of Radio and TV

Dudley, Anderson and Yutzy

RECENTLY, Robert L. Chernoff, General Manager, KFMB, San Diego, Calif., sent to all PR counsel in his area a form letter which begins:

"The public relations counsel performs a very necessary service and is one of our best friends. He not only saves us money but time as well."

Then Chernoff went on to advise PR men where to find his aides and emphasized his invitation in this manner:

"1. If none of the big shots are available, come to my office on the 2nd floor and give me the dope.

"2. If neither my secretary nor I are available, just walk past my office and go into Capt. Kennedy's office and tell it to him. If he isn't there either, simply sit down at his desk and press some of the buttons you'll see there. Things will begin to happen immediately and your problems will be solved.

"3. For your information, every executive in the KFMB Radio and Television organization has been told to salute first on seeing a public relations counselor in our building."

In a recent series of interviews with network and individual TV and radio station executives to determine what service, if any, was wanted from PR people, this same cordiality was exhibited in every instance.

Despite the welcome mat that is put out for legitimate and competent PR counsel, the TV and radio men find their patience strained by some visitors. Such as:

1. Brash publicists who seek time for clients whose talents, knowledge, or fame are far too miniscule to make them worthy of attention.

2. Even brasher publicists who feel that buying a drink for a program producer entitles them to mention of brand-name products they're promoting.

3. Promoters of good causes who come in without ideas and demand choice time, even at the expense of cutting off a sponsored show, merely because theirs is a good cause. Too often, these promoters expect the network or station not only to donate time but to pay for special sets and all other extra expenses.

4. Perhaps worst of all are the PR men who would never think of submitting a story idea to a newspaper or magazine without intimate knowledge of the publication and its needs, but who blithely approach TV and radio men in abysmal ignorance of their programs and requirements.

"The PR man approaching our field should become as aware of radio and TV deadlines, format of shows, and our over-all problems as he is of newspaper needs and problems," urges John W. Pacey, Director of Public Affairs for the American Broadcasting Co.

Good media for story

But the man or firm who heeds this advice will be richly rewarded. Pacey asserts no field offers better opportunities for the PR man to get his story across than radio and TV.

"In no other media do you find a listening audience of 10,000,000 commonplace," Pacey adds.

As an example of the sort of problems with which the PR man should be familiar, Pacey points out that the 7 p.m. news broadcast is usually written at 5 to 5:30 p.m., about the time men are leaving their offices and are thus hard to find.

"The PR man who will help us with this problem by giving us phone numbers of men always available, with notes on the fields in which they are authorities, will be thrice blessed," Pacey comments.

"Some PR men may pass us up because they get no clippings from radio and TV shows," Pacey believes. "Yet they can buy a recording for the price of a lunch."

While Pacey says he welcomes personal visits when necessary, he'd rather you'd use the phone. Like all TV executives, he is rigidly guided by the clock and he has little time for idle chatting.

David J. Jacobson, Public Relations Director for CBS-TV, is equally open to suggestions from intelligent, competent PR men and is always ready to discuss a serious PR problem. However, he, too, has no patience with the man seeking nothing but bald plugs.

Responsibilities listed

Responsibility of the PR man to his firm or client in the field of TV advertising is one which Jacobson feels should be more seriously considered. He lists these responsibilities as:

1. A PR man should insist that his firm buy programs which are in good taste.

2. He should make certain that commercials are not offensive.

3. He should adhere to the TV code.

As an example of what he means by this, Jacobson cites the Edward R. Murrow "See It Now" show, sponsored by Alcoa, which he declares is one of the "most effective and intelligent" shows on the air from the public relations view.

Jacobson and the half-dozen other network executives interviewed feel strongly that PR men are overlooking one of their richest opportunities in the field of TV institutional advertising.

"Such programs, especially of the type which would make readable magazine articles, are ideal for TV presentation," Jacobson points out.

Another point made by Jacobson is

TV wants—

. . . help of PR men in providing guests, news material, worthwhile documentary films, tips, and aid with news events.

. . . the PR man to assume more responsibility for good taste in his firm or client's TV advertising.

. . . ideas involving use of visual materials, and cooperation in developing good public service material.

. . . equal consideration with newspapers and magazines as a medium for institutional advertising.

that plant openings often offer good material for local TV shows, particularly if emphasis is placed on the economic aspects, the employment opportunities, and similar points of community interest.

Finally, Jacobson declares the trend in TV is away from entertainment and toward more public service shows.

"The medium is growing up and it can use the help of broader PR men in that growth," he concludes.

Allan Kalmus, TV Press Manager for the National Broadcasting Co., points out that TV eats up movie film in vast quantities. He suggests that a brief résumé of films of public interest be made available to the station and networks. He also says the common impression that color film cannot be used on TV is erroneous.

Kalmus advises that the PR man with a TV idea should first call the network's PR or press department. The more visual gimmicks offered, the warmer the reception to the idea.

For instance, the program people might yawn through suggestions for a discussion of traffic accidents but they would come to attention if you proposed to demonstrate with small model cars the most dangerous mistakes made by drivers.

Kalmus urges that networks and local stations always be advised when an important client is making a speech or appearance at a newsworthy event. He finds PR men all too commonly forget to do this. In this connection, he points out that a film shown on a news broadcast, the Camel Caravan for instance, will be seen in 3,000,000 homes. Incidentally, while some stations still use stills on news broadcasts the trend is more and more to movies. Major networks use few stills except when really stuck.

Ability and dependability

Gerald Lyons, Director of Public Relations for the Du Mont Television Network, points out that the success of a public relations man's work with TV program producers depends primarily upon his ability, first, to suggest an idea for a program or a segment of it, and second, upon his dependability in delivering what he has promised. He points out further that it is essential for a public relations man to be thoroughly acquainted with the program and its needs before he approaches the program producer or contact man.

Lyons emphasizes the point that the guest appearances offer special opportunities for public relations men to serve their firms and their clients, but he warns that: "If you promise a guest for such and such a show, be sure he turns up and is thoroughly acquainted with what he is supposed to say."

Another type of program which public relations and publicity men work with successfully is represented by the Kathi Norris Show—a Du Mont program which utilizes products, as well as personalities, and has its counterpart on virtually all other networks and stations.

Summed up, these are the findings from the various interviews:

1. TV badly needs help of PR men in providing guests, news material, worthwhile documentary films, and tips and aid with news events.

2. TV executives feel the PR man should assume more responsibility for good taste in his firm or client's TV advertising.

3. The warmest welcome is offered the PR man who has studied TV, knows its problems, has ideas involving use of visual materials, and who will cooperate intelligently in developing good public service material.

4. TV must be given equal consideration with newspapers and magazines as a medium for institutional advertising. • •

PR Recognition

"WHEN I WAS NOTIFIED that the Board of Trustees of Carthage College had voted to confer on me the honorary degree of doctor of laws and letters, . . . I was in some doubt as to my being entitled to so high an honor from so old and respected an institution of learning. I wondered whether I had accomplished anything that merited such notice. On that score I eventually decided to let the college authorities do the worrying, being assured they don't hand out degrees without careful investigation of the prospects.

I saw that there was in the offer some recognition of the high importance in our modern life of the kind of work in which I am engaged. The new public relations profession is a specialized effort to bring about better human relations through deed and through communication. In a short time it has attained a key position in business and in many phases of public life. I felt that recognition of one of its experienced practitioners by Carthage College would be a good thing for the profession.

So I accepted with some feeling that I was being honored for what many others have helped to accomplish. Here and now, with due humility, I express my hearty thanks for the recognition both personal and professional.

"You graduates can find great things to do in the processes by which the standard of living is improved. You can find a greater mission, a far more important mission, in working for better understanding between people. Obviously, we can never learn to live with each other as people rather than as beasts of prey until we achieve understanding and consideration for each other. To understand we must learn how to communicate with each other on a vastly larger and more accurate scale. This is why I think public relations activities and other kinds of effort to bring understanding between individuals, between organizations, between nations can be as great a service as anyone can perform in our modern, complex society.

" . . . let me offer a suggestion that comes from my personal interest. *If you have any talent for writing and speaking, make the most of it.* Work at it. As we study famous men we find that many have more than ordinary skill in articulating their ideas. Writing and speaking can be highly important stepping stones to your personal success. Moreover, for the reasons I have mentioned earlier, the world needs writers and speakers. Through them, if at all, the goal of better understanding among men can be reached. Through them we may make enough progress in learning to love one another so that we shall not use our advancement in the physical sciences for destruction of all we have achieved."

—From *Keys To Better Living*, Commencement Address at Carthage College, Carthage, Illinois, June 2, 1952, by Conger Reynolds, Director of Public Relations, Standard Oil Company (Indiana), Chicago.

Landscape architecture . . . a new kit of tools

A practicing landscape architect cites examples and possibilities for relating the practice of landscape architecture to public relations

By John Dudley Scruggs

Partner

Scruggs and Hammond

MORE AND MORE the basic philosophies of public relations are seeping over into the other professions. Take my own—landscape architecture. At one time in the not too distant past, landscape architecture was concerned totally with aesthetics. In some offices it still is. In others, the volume of work has shifted from the large estate and formal park, which exist largely for their beauty, to business and industrial work, subdivision and shopping center, schools and apartment projects, and the functional use of parks.

Today the landscape architect approaches his problems much as the public relations counsel or staff member approaches his. In fact, where these members of your profession are available, they become an integral part of the planning procedure. They want to know what objectives can be accomplished by landscape architecture *besides* the creation of a pleasant vista. Having worked on projects where public relations people were very much in evidence, we have become quite conscious of this methodology. Furthermore, it is my firm belief (after these experiences) that other professions besides my own will soon be following the enviable record now being forged by members of the public relations profession.

Some examples

Three actual examples should illustrate how public relations practitioners use landscape architecture in the accomplishment of their objectives.

An easy example is a small patio in the rear of the new Toledo, Peoria & Western Railroad office building in East Peoria, Illinois. The building is windowless and the architect, therefore, incorporated large picture windows in the plans for the lunchroom. The major landscape architecture objective of the patio is to create a constantly changing scene for the members of the office force who eat daily in the lunchroom. Many types of plants have been included in the plan so that flowering and change of scene will be almost continuous from early Spring until late Fall. Another advantage of the patio, which is located on the South side of the building, is that the shrubs form a sun pocket so that the employees can walk around in the patio for a far longer period of the year than would be possible were it not for pocket protection.

Decentralization causes problems

A fairly common problem is caused by decentralization of business and industry into small office buildings of their own. One of the problems is the encouragement of new (particularly female) employees to leave the downtown district and work in an atmosphere where shopping and social advantages are limited. The Great Central Mutual Insurance Company office building, Peoria, Illinois, is just such a structure. Located outside of the shopping areas, with its own cafeteria, it found the normal fear of immediate loss of female personnel did not materialize. (This has also been found true in many other like situations.) However, there *will* be a problem of attracting new employees to fill vacancies caused by normal turnover. Existing friendships and loyalties can hold present employees, but this background is lacking in the prospective employee.

"Conversation starters"

In this case the solution was to create landscape architecture which would attract attention and provide opportunities for publicity to attract visitors. This was done not only by aesthetics but by picking of individual shrubs which are relatively rare in this area. A number of different types of magnolias, witchhazels which are one of the few shrubs to bloom in this area during the winter, plus holly and other unusual shrubs provide constant publicity possibilities and opportunities to attract visitors and encourage present employees to talk with friends. "Conversation starters," so to speak.

Other parts of the area are planned to make working conditions as pleasant as is possible, thereby aiding in the overcoming of reticence to move from downtown work.

Moving to a more complicated situation with a greater number of facets, a Lilac Arboretum at Eureka College, Eureka, Illinois, offers an example begun only this Spring. The problem began with the knowledge on the part of the college that to interest area people in attending the college it was desirable to attract visitors who might otherwise not be thinking about the possibility of sending their children to the college. After much mutual discussion between the college authorities and ourselves, it was decided that a Lilac

Since receiving his Master of Landscape Architecture at Harvard University Graduate School of Design in 1938, John Dudley Scruggs has been practicing landscape architecture in Kentucky, Illinois and Missouri. In 1946 he became a partner in the firm of Scruggs and Hammond, with offices in Lexington, Kentucky, and Peoria, Illinois. Current practice involves a wide variety of projects, including airports, hospitals, schools, public and private housing projects, office buildings, industrial installations, parks, subdivisions, and residences.

View from lunchroom of Toledo, Peoria & Western Railroad office building. As the main building is windowless the architect incorporated large picture windows in the plans for the lunchroom. The major landscape architecture objective was to create a constantly changing scene for the members of the office force who eat there daily.

Arboretum would best fulfill the need. In the first place, it would attract visitors in the Spring when people in Central Illinois are anxious to get out in the car and go someplace—anyplace. This we knew generally, but also specifically because of the many thousands of people who visit the Auten Peony farms merely to look over, not necessarily buy, peonies. It had the further advantage of attracting these visitors at a time of year when the college campus is at its best. Thus, the arboretum would fulfill the objective of the attraction of many more visitors to the college campus at a time of year when the college would be in tiptop shape and when students were making up their minds, or their minds were being made up for them by parents, as to where they would attend college.

Other objectives

But there were certain other objectives which could be accomplished. In the first place, the 199 original specimen lilacs would be marked as to variety and each lilac in the arboretum would be different. Thus, the academic approach of study could be maintained. Incidentally, this would encourage visitors because they could pick out the lilacs that they might want in their own yard after actually seeing them in bloom. It may be a surprise to many people to know there are some 600 varieties of named lilacs, the most numerous being the named hybrids of Syringa Vulgaris.

To improve attraction power, the use of the lilac as the City Flower of Eureka was encouraged and accepted. This will add mass appeal to attract with the class appeal being left up to the college.

Nurseries donate lilacs

Originally it was assumed that some individual nurseryman who was an alumnus of the college would be approached to donate the needed shrubs. However, with the added objective of providing a fund-raising possibility it was decided that the arboretum would be called a memorial arboretum with the name of the person being held off until some donor in the future decides he wants to name the arboretum for someone in his family. The only alternative was to ask a number of different nurseries to donate small numbers of lilacs. This was done and nurseries sent lilacs from all over the United States. Their names are included on the name plate in front of each lilac. This, of course, makes it easier for the prospective purchaser of a particular lilac to locate a source of supply and repays in full for the lilacs themselves. The lilacs also gain interest from nurserymen all over the country who now feel that they have a stake in the future of a college which many had never before known was in existence.

Publicity possibilities limitless

Of course the publicity possibilities are almost limitless. Stories can be sent out on diseases and methods of combatting them at different times of the year. A dormant oil spray may be desirable in the Spring before the leaves develop, while sulphur dusting may be desirable during the late Summer months to keep mildew from getting out of hand. Articles on new varieties add to the list. Articles on colors. All those things that go to make up the "expert" on lilacs on a regular recurring yearly basis present themselves.

And, of course, an undeveloped spot on the campus was used for the arboretum, thus adding to the over-all value of the college campus.

New possibilities

New possibilities for the intermingling of landscape architecture and public relations are being developed daily. By analyzing objectives, understanding thoroughly the situation, and proper application of old and new principles, the landscape architect is today offering the public relations man another kit of tools. • •

The public relations man works on a broad canvas. He deals with many different individuals in many different situations. If he hasn't the human understanding to sympathize and the cultural background to understand many of the whys and wherefores of human behavior, then he is little more than a publicity man in a fancy office.

That brings up the problem that I think faces the whole business of public relations—the problem of attracting to itself the type of man who fits a set of difficult and complicated specifications. It must be encouraging to people in public relations to see, as the years go on, more and more broad-gauged young people with good cultural backgrounds attracted to public relations.

C. B. Larrabee
President & Publisher
Printers' Ink

PR QUESTION OF THE MONTH—

What are the causes of PR "flops"

WHETHER WE LIKE IT or not, whether or not we will readily admit it, we all witness a public relations failure on occasion. It is the courageous individual, however, the honest individual who is willing to admit his mistake and talk about it. Here, then, are comments from some of our members who have taken the plunge into the cold waters of self appraisal.

The first reply will be the envy of any public relations man who has ever been verbally raw-hided by his boss because of a failure in public relations.

"Fatuous as this may sound, we cannot think of a case history that would help the investigation. Actually, we do not run so many projects that now and then one would be bound to lay an egg, according to the law of averages. Perhaps that is the reason."

The next correspondent tells about "two king-sized flops" in an eastern city.

"In one case, a major labor group in town decided to build, in one day, Labor's Dream House, and to pay for the cost by raffle. Obviously, a great deal depended on the promotional send-off and the backing of all labor groups in town. What happened? The day after the initial main release announcing the project, the head of the other large labor group in town made a public announcement stating he thought the Dream House was a 'pipe dream' and declaring he was against it. Whatever was his reason for not supporting the project, his announcement was enough to derail the entire scheme, and it was abandoned for lack of public support."

"In the second case, a public-spirited group of citizens got together and decided that the city needed a unified hospital drive. Plans were drawn up to run a major fund-raising campaign whose goal would be the abandonment of an old hospital, additions to several others, and a general change in the hospital picture. A fund-raising organization was hired, did several months of spade work, and prepared to make a public drive. At the last moment, however, the governing board of one of the hospitals voted against the drive, said it was not necessary, and took the case to the newspapers. A public squabble broke out. Result: the drive was abandoned before it was started."

1. **Inadequate program preparation.**
2. **Objectives not clearly defined in advance.**
3. **Not enough coordination of various participating agencies or groups.**
4. **Attempting too much with the existing organization, funds, or other resources.**
5. **Using a poor idea to begin with—one which does not deserve to succeed.**
6. **Inept and/or inexperienced leadership and direction.**
7. **Failure to think the whole project through before getting started.**

The writer of the above letter concludes: "Lesson to be learned: before taking your case to the public at large, make sure of your basic internal publics."

PR people

One correspondent did not refer so much to public relations campaigns which were failures as he did to public relations people who were failures.

"I cannot," he begins, "give a specific capsule case history, but I can give you some general thoughts after many years in the business."

1. Too many public relations people are phonies.
2. Being phonies, they insist on promoting products, services or other activities which legitimately do not deserve promotion.
3. Too often they try to deceive the press by trying to attach the same importance to a trivial, uneventful happening as would be associated with General MacArthur's arrival in the United States, etc. These are just a few ideas which I thought might be useful."

I am reminded of the comment by the Senator from Vermont when some one asked him what he would do with all the corrupt politicians. "Why," he said, "turn the rascals out!" Perhaps it's time for all good public relations men to take stock of themselves, their colleagues, and their activities—and heed the Senator's advice, if they find it necessary.

Public school project

The next contribution deals with a difficult subject: working with the public schools. The writer states that the chamber of commerce in a large industrial city wanted to contribute to the training of young people in leadership. It was decided to present a "Career Day" program, starting first in a high school fifty miles away.

With the cooperation of many industries, a quite impressive group of participants was scheduled to address the senior students in this pilot school. The idea was for each expert to talk about his profession and then to throw this particular meeting open for questions and answers. It was also planned to make each of these specialists available during the afternoon for private consultation.

How the plan for a Career Clinic fared is described by the writer of the letter thus: "Regrettably, the program goes down in our record books as a miserable flop. We made the mistake of presuming that the school would prepare for our coming and that the senior students

(*Continued on page 18*)

From time to time *Journal* editors ask PRSA members their views on a question which has public relations significance, the replies being analyzed by a member of the *Journal* Editorial Committee. This month's question was sent to 100 members—the replies were summarized by Albert Carrière, PR Counsel, Hartwell, Jobson & Kibbee, Chicago, Illinois. Readers are invited to submit questions of interest for such treatment.

HOW WE DID IT —

Republic National Bank of Dallas awards certificates to workmen to prove that a bank is human

By J. Lewell Lafferty

Vice President

Republic National Bank of Dallas

George Flynn, bulldozer operator, is presented with one of 45 Certificates of Merit awarded to the excavating crew on the new 40-floor Republic National Bank Building now under construction in Dallas. The ceremony marked completion of excavating.

View of the SPEMBSE Gallery (Society for the Promotion and Encouragement of More and Better Sidewalk Engineers), located at the new building site of the Republic National Bank of Dallas. More than 100,000 spectators visited the site during the past twelve months.

OUR PROBLEM was how to tell the general public convincingly that one of the largest banking institutions in the country, building a new home at a cost in excess of $17,500,000, is a human institution operated by people for the benefit and service of other people.

Our answer was a series of public events designed to give recognition to the men who performed the hard work necessary to build this impressive edifice. The first of these events was held on February 19, 1952, when 45 members of the excavating crew on the new Republic National Bank Building, now under construction in Dallas, Texas, were honored for their efforts in the construction project and awarded Certificates of Merit at a brief ceremony held on the building site.

The wording of the certificate told the story: "This is to certify that (Joe Smith) has been identified with the construction of the new Republic National Bank Building and has performed his work with distinction." We think those are words any man likes to hear or read about himself. We think they can make him raise his head and throw back his shoulders—and also, we hope, have a kindly feeling for the bank.

Timing important

Timing on the first ceremony was important. We paid careful attention to details. The excavating contractor was contacted for a list of his personnel to receive the certificates and for the approximate date of completion of his operation. Certificates were then filled in with the names of the workmen and a tentative date for the presentation was set and checked with all concerned.

Newspapers were notified of what was taking place and reporters and photographers were invited. Two radio stations were invited to make tape recordings for subsequent news and feature broadcasts.

The ceremony was held the day before the excavating was completed. Fred F. Florence, President, Republic National Bank, made the presentation to the excavating crew in the presence of other bank officials, the architects, the general contractors and sub-contractors on excavating. Both newspapers and radio stations were represented.

In presenting the awards, Mr. Florence stated: "In token of our appreciation, we would like to present each of you with a Certificate of Merit. This is more than a piece of paper; it is a

(*Continued on page 18*)

Public relations and the Christian church

. . . A great gulf has existed all too long between public relations and the ministry. To bridge this gulf is a challenge facing both clergymen and public relations people. Perhaps the initiative could well be taken by public relations . . .

By L. Harold Lindbeck

Director of Public Relations

American Temperance Society

FOR YEARS some public relations men have been keeping a running score on their minister's public relations I.Q. Week after week, they have sat in church, patiently cringing, twisting and agonizing (and developing ulcers) just watching the awkward public relations mistakes of their churches, however innocent or well-meaning these may have been. They have often wished to give some practical help to their ministers.

On the other hand, what minister has not been conscious, almost to the point of frustration, of his unsolved public relations problems? Who of the clergy has not at some time felt that his armor was inadequate for his struggle against new and formidable giants arrayed against him in the arena of modern communications? Or has not watched with anxiety as pews become empty and the financial program sags for lack of public acceptance in his community?

Tragically, between these two—public relations and the ministry—a great gulf has existed all too long. To bridge this gulf is a great challenge facing both clergymen and public relations people. Perhaps the initiative could well be taken by public relations, if someone would devise a plan for spanning this chasm. It is my purpose here to suggest the frame-work for such a bridge, and lay the basic timbers upon which cooperative action might be built.

First is our need for a definition of public relations for the church.

This definition must be spelled out in terms of a practical program, aimed with precision at the problems of the church. It should not prove difficult for public relations people, who are trained to think in terms of problems and their solutions, to devise an appropriate program, once the minister understands what genuine public relations means.

Jesus a Master Artist

Nor should the minister shy away from public relations for reasons of doctrine or tradition. For it is a fact that Jesus himself was a Master Artist in human relations and communications. In his teachings and ministry he gave the world a sound lesson on the fundamental principles and techniques which characterize modern public relations. By this, I do not mean that public relations as we know it today had its origin simultaneously with Christianity, or that the Master Teacher necessarily intended to establish public relations as a profession. But note the striking similarities between the principles and methods as found in the life and teachings of Jesus with those that characterize modern public relations practice.

Here is the Master Artist at work in public relations:

The problem

In its broadest sense, Christ had but one great PR problem. That was the problem of public opinion—the attitude of people toward him, his mission and message. Obviously, this was a problem of communications, because public opinion usually plays a decisive role in any communications situation. Therefore, from the days of his earliest ministry, we find him conscious of the power of public opinion, and those factors which influence acceptance moods or create prejudice, suspicion, and misunderstanding. Once this problem was recognized, and clearly defined, then he outlined his objectives and targets.

Some of these were immediate objectives and aimed at targets close by. Others were long-range and projected to span the centuries. His immediate objective was to win and hold public sentiment in his favor, and remove or reduce, as far as possible, the resistance factors and barriers that stood between him and his potential listeners. He came to communicate a distinctive message, interpret the Gospel, and establish his church. Prejudice and misunderstanding had to be dissipated as far as possible, before he could effectively reach minds and hearts. Meanwhile, he was compelled to hold in check the wrath of his enemies and opposition forces until his mission and work were completed. He reached his goals because of a careful selection of publics.

Audiences defined

That he clearly defined his audiences and distinguished between his respective publics is attested by these statements of the Master: "I came not to call the righteous, but sinners to repentance." "They that be whole, have no need of a physician, but they that are sick." Whether rich or poor, educated or uneducated, lawyers, civic leaders or educators, he always approached each in terms of their self-interests and talked their language.

L. Harold Lindbeck is Director of Public Relations for the American Temperance Society. He was educated as a clergyman and journalist, and spent seven years as a religious broadcaster and commentator. Later he entered the advertising field and served as account executive, producer, and PR Director for American advertising agencies in Latin America. He is now doing public relations work for a group of non-profit organizations engaged in education and scientific research for the prevention of alcoholism. He is a member of PRSA's Washington, D. C. Chapter.

While yet a lad of twelve, his parents found him in the Temple reasoning with the philosophers and religious leaders of his time. When they reprimanded him, he protested: "Wist ye not that I must be about my father's business?" We find him in frequent touch with thought-leader groups. Community leaders and educators like Nicodemus, Zaccheus, and Lazarus were his special targets. But more significantly, we find that all his relationships were governed by clearly defined policies of conduct and behavior.

Basic policy

The Golden Rule was the basic policy of conduct which characterized all his public relations. "Whatsoever ye would that men should do to you, do ye even so to them." On this basic precept of fairness, tolerance, and respect for the rights and feelings of others, he built the foundation for all good public relations. He stated this principle in the command, "Thou shalt love thy neighbor as thyself."

That all good public relations should begin at home, and have its basis in consistent policies, is further emphasized in his scathing rebuke to the religious leaders of his times for their inconsistencies in this respect: "Woe unto you Scribes and Pharisees, for ye make clean the *outside* of the cup and of the platter, but *within* they are full of extortion and excess . . . *cleanse first what is within* the cup and platter, that the outside of them may be clean also . . . for ye are like whited sepulchres, which appear beautiful outward, but are within full of dead men's bones." (St. Matthew, Chapter 23.) These principles guided him in his program of community relations.

He made a sizable and unselfish contribution to the public welfare of his community through unselfish ministry for others. While he told people of a Kingdom of Heaven, he was everlastingly concerned with the problem of everyday living. He took an interest in people, their problems, and the relief of their suffering and sorrow.

He concerned himself with civic affairs and was in the vanguard of every campaign against vice and corruption. On one notable occasion, he took a whip of his own making, and fearlessly drove the gamblers from their dens in the Temple court. When criticized for "eating with publicans and sinners" at civic affairs and luncheons, he stoutly defended his action as one of the objectives of his ministry.

Neither was he a social snob. He furnished wine for the wedding feast of Canaan, marched in funeral processions with his neighbors, and spent leisure time at the home of his friends. His neighborliness not only won for him a wide circle of friends, but it became a most effective way of communicating his message to others. More, it dissipated prejudice and misunderstanding, and created positive acceptance moods toward the Gospel he preached. All this enhanced the solution of his problem of interpretation and semantics.

Used simple approach

His approach to this basic problem in communications was simple and effective. He was acquainted with grass-roots sentiments, because he mingled and talked with people. He discovered prevailing misconceptions of his Mission. The concepts of God, His love, and the Gospel had been grossly distorted in the minds of his listeners by prevailing traditions. He corrected these negative concepts, not by abstract preachments from a sky-high ivory tower, but rather he interpreted the mysteries of the Gospel in terms of their every day problems, experiences, semantics and thought-patterns.

The pattern of this approach soon became evident. He interpreted God and His love in simplest terms, mostly in parables and stories known to all of them. He became known to his listeners simultaneously as the "Son of God" and the "Son of Man." They saw God in their friend—the "friend of sinners"—benevolent, merciful and just. He established areas of understanding and emphasized the things they held in common. But more than this, he employed prevailing tools and techniques of communications.

His communications problem was vastly more simple than ours today. The greater part of his time was spent in simple face-to-face communications. Beside the personal touch at civic and social occasions, neighborly contact and conversation, still he chose other methods of communicating such as the pulpit and public rostrum. Whether in the Temple court, the mountainside, seashore or in the city squares or meeting places where people gathered in groups, he told his story in simple language readily understood by all.

Emphasis on performance

He placed special emphasis on performance, and the need of "good works." "Ye are the salt of the earth," he declared, but if "good works" was lacking, then "that salt hath lost its savour . . . and therefore good for nothing." He definitely implied, however, that performance and recognition go hand-in-hand. He said: "Let your light *so shine* before men that they *may see* your good works." In other words, the story of this performance should be made to "shine before men"—let the

"Mr. Bronson will see you now. Care to leave any message?"

story be told "that men may see your good works." But more, he was a master publicist. He knew how to tell his story effectively.

He had no printing presses, radio, or television. There were no newspaper reporters. But he successfully employed the publicity facilities of his time. He sent his disciples forth, and by sermon, personal conversation, by missionaries and travelers he started Christianity on its march around the world. To determine his progress, he resorted to his own type of surveys and public opinion polls.

There were no Gallup pollsters in his day, but he took spot-checks to determine the state of public opinion and his progress in telling the story. This he did by simply asking those who had the greatest possible contact with prevailing comment and opinion: "Whom do men say that I, the Son of Man am?" Or he simply asked: "What think ye of Christ? Whose Son is he?" And with this sampling, he was quick to correct misunderstanding, and keep his information program in tune with these trends in public opinion. Thus his publicity work was guided by clearly defined objectives, but more, it was timed and scheduling in keeping with his strategy of programing and timing.

Careful timing

Perhaps the most significant part of his public relations was the strategy and careful timing of his program. From his boyhood, and baptism, to his crucifixion and ascension, every part of his life was carefully scheduled in harmony with a time-table and predetermined strategy. For example, at the time of his baptism he said: "The time is fulfilled." When his time for Ministry was running out he said: "The night cometh when no man can work." As the time of crucifixion drew near, he confided to his followers: "The time is at hand."

All the great public events of his life were planned in keeping with this strategy of timing. His triumphal entry into Jerusalem was carefully timed to achieve a maximum impact on public opinion. He used public opinion to hold in check his enemies that sought to kill him. Well his enemies knew that he was playing the force of public opinion against them, for on one occasion when they had planned to take him prisoner, they suddenly changed their plans, saying: "not on a feast day, lest there be an uproar among the people."

Not only did Christ thus utilize the basic principles of public relations, and demonstrate the techniques and methods in terms of his problems, but more, he illustrated the magic-formula which largely characterizes modern communications. How? He skillfully combined the "high-pressure" force of his preaching with the long-range "low-pressure" force of positive public relations. The latter enhances the impact of the former, by removing the barriers of prejudice and misunderstanding which dissipate it.

After all, these are the basic pillars of modern public relations. Whether for business enterprise, or for social organizations such as churches, colleges, and hospitals, the principles and techniques are the same. These differ only in their adaptation to the peculiar problems of the organization concerned. This is the problem for the public relations counselor and the clergyman. That this can be done is attested by the following statement by John L. Fortson, PR Director of the National Society for the Prevention of Blindness:

> "It is true that commercial promotional methods cannot be lifted bodily and applied to the religious field, without proper adaptation. But it does not follow that all commercial methods are therefore evil . . . in good public relations there is more good religion than most churchmen would suspect."

A Modern Necessity

Some churchmen will argue that the church has always believed in these principles, more as tenets of the Gospel than as public relations, and that the church, by its very nature, therefore does have public relations. What was adequate in times past will no longer suffice today. The forces, drives, emotions and conflicting factors that are a part of our social life and civilization today differ drastically from those of the past. The problem of communications today is vastly more complex than in Christ's day. The powerful competitive forces at play in the complex arena of world opinion have driven nearly all modern enterprise to the use of the highly skilled techniques and strategies of public relations.

That the church can remain aloof from these in this age of specialization is doubtful. This fact has come home to some churchmen with increasing impact in recent years, until today, many progressive church leaders are giving serious study to public relations.

Public relations people could make no greater contribution to the fight against Communism, than to help the church develop a full-fledged enlightened public relations program. We must remember that the enemies of Capitalism and Democracy are likewise the bitterest enemies of the Christian Church. For this reason, the church has long taken the brunt of the deadly attack of Communism against our historic American institutions. Our personal freedom and the constitutional

(*Continued on page 18*)

Propaganda

"In their present concern over Russian propaganda and their search for its exact motive, our experts might earn the gratitude of the free world and the plaudits of history. They might convince the American people or their leaders that propaganda is a mighty weapon in the kind of world struggle now going on, and that we ought to build one at least strong enough to beat down the kind of campaign Moscow is now waging.

"Two years ago, this newspaper said: 'What is needed, in our judgment, is the elevation of the public relations project to the status of a major phase of governmental activity, headed up by a man of Cabinet rank'. In the interval, the incessant beating we have been taking in the field of propaganda, the undoubted progress Moscow has made in persuading large areas of the world that we are hateful users of germs and other sadistic methods of homicide, have confirmed us in that judgment.

"We say again: This country urgently needs a Department of Psychological Warfare, headed by a man of Cabinet rank, and financed with no semblance of the niggardliness that has muffled our feeble 'Voice of America,' a propaganda army having access to all the nation's intellectual resources, and dedicated to a militant campaign for the understanding and sympathy of the world."

(Excerpt from the *San Francisco Chronicle's* Editorial of June 27, 1952.)

Family night—the hard way!

How a series of "family nights" was conducted successfully, despite uninviting company buildings and product

By Edgar M. Gemmell

Regional Manager, Public Relations Dept.
Northern New Jersey Office
E. I. du Pont de Nemours & Company, Inc.

"VISITING DAYS *for the families of employees may be fine in nice new plants with spic-and-span buildings, lush green lawns and roses 'round the door, but they wouldn't work here in this hodgepodge of old shops. Nobody wants to show the missus and the kids a dingy old plant like this.*"

Many's the public relations man who has heard variations on this theme when he has proposed a visitation program to the management of a company that inhabits ancient buildings in some cluttered and unattractive industrial area. And many's the PR man who has stared gloomily out of the window at a jumble of nondescript buildings, overhead pipes, rickety sheds, and cinder storage lots and has reluctantly agreed that visitation was *out*.

But is it?

One of the most successful family visiting programs on record was conducted at a plant which was built as a strictly utilitarian assembly of buildings in 1875. The passing decades and the changing styles of architecture, combined with a general neighborhood blight, have made this particular plant conspicuous for its drab and forbidding appearance.

The product

And if this grim exterior and its unappetizing surroundings were not enough as handicaps for visitation planners, the plant's product would chill all but the bravest heart. Colored pigment powders! The prospect of lines of visitors emerging from the drying room, clothing dappled indelibly with the variegated hues of the rainbow, is not calculated to impress nervous management men very favorably, to say nothing of their cautious legal advisers.

Yet, despite these grave handicaps, this plant staged a "Family Night" series that is still talked about by the employees almost two years later.

Morale high

How was it done? We'll tell you, but —to be fully honest—we must first tell you that morale at this plant is higher generally than this observer has ever seen it anywhere. That may very well be the secret of the "Family Night" success right there. On that firm foundation of freely operating two-way communication, willing cooperation and mutual respect, the visitation program was built.

The first step

The first step was for top management to discuss the idea with department heads. From doubt, and even incredulity, this small group gradually developed its own enthusiasm for the plan. Each of them, in turn, called in area supervisors and talked over the idea. Then, foremen in each area were consulted by their supervisors. The consensus was—"It'll be tough to do, but we can make it work. Let's try!" And every man in supervision had had a part in the decision.

Plan drawn up

The next step was the drawing up of the plan. To accommodate all shifts, the visits would be scheduled for Thursday, Friday, and Saturday evenings and Saturday afternoon. The dates would be set in late May to take advantage of early evening light. The truck garage would be decorated with banners, streamers, potted palms, and decorative furnishings (all rented). A route for the tour would be laid out, with guide ropes, picket fence enclosures at area entrances, and with plenty of rest points along the way. At the halfway point, seats would be provided for the tourists to hear and see a brief lecture and demonstration of the basic manufacturing process. Guides would be enlisted and trained. Visitors would be dispatched from the reception room (the disguised garage) in groups no larger than eight with each guide. The walk-through and stops brought the total trip time to forty-five minutes, which is just about a maximum.

Safety precautions stressed

Safety precautions were stressed at every step of the planning and at every minute of the execution. At points where there was danger that some one might turn an ankle (a flight of four steps), safety men were on duty all the time.

As the tours were concluded, the groups were addressed by one of the top plant executives who, in a friendly and informal style, related what the

Edgar M. Gemmell, Regional Manager of Du Pont Public Relations for Northern New Jersey, has been assisting managers of ten Du Pont plants with their public and community relations programs for the past five years. A graduate of Princeton, he was employed by the John Price Jones Corp. in 1934; then by Tamblyn and Brown from 1936 to 1939, when he became Executive Secretary of the Princeton University Fund. After four years of Navy duty as a PR and photographic officer, he joined Kersting, Brown & Co. in New York. Mr. Gemmell moved to Du Pont in 1947.

The power house, although old stuff to plant people, is an interesting sight to visitors. Protective fencing permits a good view of shop without chance of injury to guests.

A ten-minute pause at the half-way point in the tour serves two purposes: gives rest to the weary, and an opportunity to describe the plant's process in simple terms.

visitors had just seen to the total economic structure of the United States and described the inter-relationship and interdependence of stockholders, employees, and management.

Suitable background

Displays, music, and refreshments in the converted garage provided a suitable background for introductions between employees of all levels and their respective families, and for the passing out of souvenir mementos of the occasion.

In the three evening and one matinee visits, more than three and one-half visitors for every employee in the plant went through the tour.

Cost? Peanuts—in terms of the results attained. The over-all out-of-pocket expenditure came to about $1.50 per visitor.

Visitor and employee comment

And what was attained for this, you ask? Listen to these comments:

From Mrs. Brown to the Plant Manager: "My Harry's worked here for sixteen years, and most every night he's had some story to tell about what happened today at the plant. This is the first time I've seen where he does work, and I've enjoyed it. Now I'll know better what he's talking about."

Production Superintendent to Plant Engineer: "Thing that had me worried, Baldy, was what would happen to productivity and yield when we planned to keep operations going while the visitors were pouring through here. Know what happened? Productivity went UP. Yes sir, those guys were so proud to be showing off they knocked out a 5 per cent better showing than the same days last month."

Service Superintendent to Plant Manager: "In all the twenty-six years I've been here, the housekeeping has never been as good as this. Last night, we even had operators trying to borrow paint brushes to brighten up their own work areas—after quitting time. And there weren't any jurisdictional rows about it either."

Union Vice President to Area Superintendent: "Harry, this is my wife, Belle, and these here are Marilynn and Freddie. I brought 'em all down to see where the old man works."

Management men extended a warm welcome to all visitors. Youngsters had a playroom and sitter to entertain them while parents toured plant.

Safety Superintendent to Foreman: I'll admit I have been scared silly for three days. But our planning and our precautions have paid off. The only casualty I know of was Sam Pechetnik's little boy's hat. I hear he dropped it in a drum of Scarlet Number 806."

Snatches from scores of conversations might be repeated, but even just a few give some of the flavor. To the professional observer, it was a heart-warming experience to see the troupes of tourists, one or two workmen and their families, in a group, pressing eagerly along behind the guide as the proud fathers pointed out as awesome marvels what is essentially a nineteenth century operation.

Unfamiliar enjoyed

It is sometimes difficult for management executives to realize that people unfamilar with the industrial scene can get a kick out of a power house, be awed by a filter press, and stand agape over a stitching machine that sews the tops of paper bags. A busy fork-lift truck working on a loading platform may be commonplace to a shipping clerk; it is tingling drama to mom and the kids.

No, you *don't* need chromium fittings, picture windows, air-conditioning, and the dulcet tones of Muzak in your plant to have a successful visitors day. What you *do* need is a friendly atmosphere, enthusiasm for the organization, and pride in group effort. With these ingredients, you could stage a highly successful open house in the most ancient wheezing relic that preceded James Watts' boiler shop. Honest! • •

MORE ON THE IMPORTANT THEME OF WHERE

" . . . public relations as a profession . . . must push its standards to the Master's and Doctor's level."

Two educators in the public relations field comment on a recent study conducted by Bruce Watson, Assistant Director of Public Relations, General Foods Corporation. In his study Mr. Watson set out to find what employee background, training and recruiting relationships existed among industrial public relations departments in the important task of staffing for present and future manpower needs.

By Howard M. LeSourd

Dean, Boston University School of Public Relations and Communications

A REVEALING STUDY of the thinking and practices of 121 public relations departments of industrial companies was reported in the PUBLIC RELATIONS JOURNAL for May, by Bruce Watson, under the title "Recruiting and training for the new profession."

This report is somewhat disturbing, particularly to those who look on public relations as an emerging profession. It seems to say that public relations leaders in industry think of their work primarily as publicity and that experience, not education, qualifies the few who work on policy-forming levels.

If Mr. Watson's summary is true that "The recruiting and training of today is the substance of our profession in the generations to come," then the leaders should re-examine their answers to the questionnaire.

Public relations education is now in the stage of development that journalism was twenty-five years ago. At that time most editors and publishers were opposed to schools of journalism. "The way to learn newspaper work," they used to say, "is to start in as a copy boy and grow up in the business." But today the graduate of a school of journalism no longer gets a horse-laugh when he mentions his alma mater in the city room. The days of "Gentlemen of The Press" and of other old-fashioned movie-type journalists have passed.

The tide turned because responsible editors and publishers recognized an obligation to assist in development of journalism schools and gave the benefit of their experience in supervising educational programs. Three other important influences were brought to bear: large private bequests, grants of tax money, and the establishment of an accrediting agency.

It is not surprising that many public relations directors, who came up through journalism or gained their present skill by years of practical work, now should rank the public relations school below the journalism school as a source of recruiting, and should lean toward the apprentice system rather than specialized academic training.

Transition is difficult

The transition to real professional status, now going on more rapidly than one may realize, will be more difficult in public relations than it was in journalism, because education for the practice of public relations is more complex, more comprehensive and more exacting, involving as it does the art and science of dealing with public opinion.

New graduates are not ready to step into public relations jobs of importance, but does not that apply in every professional field? These young men and women are candidates for internship and are to be judged not on the basis of writing skills alone, but on the adequacy of the training in the social sciences and the ability to understand the complexities of public relations problems.

Let me asure the unknown respondents to Mr. Watson's questionnaire that we who are interested in the development of specialized education for public relations practitioners are anxious for all the criticisms that men in the field will make. We believe that public relations is an integral and vital part of management, that it can add to the prosperity of any enterprise, that it is essential to the maintenance of freedom in our economy, and that it cannot be considered as mere publicity, nice speeches and good contacts. To train youth who can in time meet the responsibility of dealing effectively with public opinion and determining policies that can shape the future of an industry or a social institution requires the best educational program that can be devised. To report that PR schools have not succeeded sufficiently well to date does not dampen our spirits but reinforces our determination to improve our curriculum and training programs.

Educators need help

What we need, however, is not criticism alone, but help. We wish that public relations practitioners would express definitely their faith in the future of public relations by saying that specialized schools are necessary, that they are willing to assist in the recruiting and selection of students, in the determination of programs of study and in the development of competent faculties so that as early as possible professional schools of public relations can give an adequate foundation for the public relations profession.

Every school of journalism in the country, except one, is a four-year college. The standard requirement in these schools is that 75% of the work be in the field of liberal arts. There is a place for four-year programs in public relations where even more than 75% of the course requirements be in liberal arts, but so selected as to give the student the best possible background for his career.

But since public relations on the management level is a very highly specialized field, public relations as a profession dares not be satisfied with a four-year college course, but must push its standards to the Master's and Doctor's level.

It has taken journalism schools more than thirty years to establish themselves in the confidence of editors and publishers. Time will be necessary for public relations schools to gain the confidence of leaders in public relations. How much time will depend upon the help which is given them by those who will profit most by their development. • •

YOUR SUCCESSOR WILL LEARN ABOUT PR . . .

" . . . We do not pretend to train undergraduates for careers in public relations. We don't think this can be done."

By Scott M. Cutlip

Associate Professor of Journalism
The University of Wisconsin

ONE OF THE HEALTHY SIGNS of progress toward professionalism in public relations is the increasing concern and debate centered on PR collegiate training programs and their underlying theories. This topic merits the best thinking of all of us in public relations because our progress as a profession will, as Bruce Watson puts it (May 1952 issue of PUBLIC RELATIONS JOURNAL), "depend largely on how wisely we select and prepare our people today for tomorrow's jobs, how we recruit and train."

This article is an effort to explain the underlying philosophy of one university training program and to bat down some misconceptions which cloud these discussions. Let me quickly assert that we at the University of Wisconsin do not believe that we have *the* final answer to sound training or that we completely reject other approaches as unsound. The fluid state of public relations practice and the immaturity of public relations education make dogmatic generalizations silly at this stage of the field's development. We offer it simply as a basis for fruitful discussion of this key problem in building a profession.

The starting point in formulating a program of training must be a determination of what public relations is and what its practitioners do. Thus, a theory of public relations must precede a theory of public relations education. The lack of a uniformly accepted, clearly stated theory of public relations and its function in our society is one of the real handicaps to PR's sound development.

Too much theorizing

Progress toward a sound theory has been slowed by too much emphasis on what PR men say they do and too little first-hand study of what they actually do; too much theorizing, too little pragmatic research. Such behaviorial study will demonstrate, in our opinion, that practitioners, in the main, are public opinion analysts, communication specialists, and intermediaries. Few are the managers so many claim to be. More of them are the hands and legs of management than the brains of management.

The need for an accepted theory of public relations as a basis for sound training was recognized by the participants in the group discussion on this topic at the 1951 PRSA conference. It was the consensus of this group that "PRSA and its membership can help to improve teaching of public relations most by first working toward a more definite statement of the objectives and functional purposes of public relations workers in society, and second, by specifying the type of technical proficiency which beginners in the field should have, in order to gain a foothold."

Wisconsin's theory

The University of Wisconsin public relations training program is grounded in this theory:[1]

"The public relations specialist, in the view that seems most valid, is a specialist in public opinion, communication, and mediation. He is neither a manager nor a whitewash artist. The role of public relations is to serve as an operating philosophy by which worthy institutions can better integrate themselves into their communities and into the aspirations of our citizens, a regaining of communion . . . This concept of public relations must be the inevitable response to the changing nature of American society . . . The new concept of public relations is the present-day answer—fuzzy and fumbling though it be—to the failure of our communications to keep pace with the fragmenting changes in the nature of the American community." We hold that public relations must develop as an important link in the free communications network upon which this nation depends for its culture, cohesion, and unity—in short, a sense of community. To meet this challenge, the profession must be undergirded by sound university training and research.

[1] Cutlip, Scott M., and Center, Allen, *Effective Public Relations: Pathways to Public Favor*, to be published by Prentice-Hall, Inc., in August, 1952.

At the University of Wisconsin we are feeling our way toward this objective. We have two flexible, loosely-drawn plans for students looking toward public relations as a life career; one for undergraduates and one for more mature, experienced graduate students. We do not pretend to train undergraduates for careers in public relations. We don't think this can be done. The aim of the undergraduate program is to orient the student as to the requirements, rewards, and limitations offered in public relations and to equip him with a well-integrated program of journalism and liberal arts so that he may plan and work toward an eventual career in this field. We also seek to give students enough technical know-how so that they can grab the bottom rung of the journalistic ladder and hold on to it.

Wisconsin's course

The University of Wisconsin public relations course is centralized in its School of Journalism and is one of five major sequences open to undergraduate journalism students. Its foundation stones are courses in communications, public opinion, and the social sciences. The Wisconsin journalism graduate earns from 30 to 35 credit hours in journalism, 90 to 95 credit hours in English, natural science, language, the social sciences, and the humanities. There is a common misconception that a student must choose between a liberal arts *or* a journalism education. In the Wisconsin view a journalism education is a liberal arts education. To maintain this emphasis, our School of Journalism has deliberately chosen to remain a department within the University's College of Letters and Science.

The aim of the graduate program is more specific and specialized. It is designed to equip mature, capable people who already have some experience in journalism for beginner and intermediate positions in the public relations field. In this graduate program, now five years old, we have trained 20 career officers for the Department of the

(*Continued on page 17*)

Overlooking the obvious

. . . The obvious point, often overlooked, is that the large newspapers do not yet differentiate professionally between a PR counselor and a press agent . . . until the day dawns when PR is universally hailed by all valid accrediting sources as a "profession," it will remain at least in part a service business. And a service business has agents as well as directors. . . .

By Earle Ferris

President
Radio Feature Service, Inc.

THE *Newsweek* report on results of a survey concluded recently by Edward L. Bernays, with the stated purpose of determining how America's daily newspapers are living up to the ideals of crusading, completeness and independence, underlines again a cardinal sin committed by many of the new (and some of the old) crop of PR practitioners—that of overlooking the obvious.

Mr. Bernays asked all of America's 1,773 dailies (plus some magazine publishers) to take part in the survey; but only 213 newspapers responded to the querying letters sent by this veteran public relations counselor.

Non-professionals also included

Also included in this survey was a "cross-section" of non-professional readers which Mr. Bernays culled from *Who's Who,* and invited to express their opinions as to which papers most nearly kept alive the ideals of Pulitzer, Ochs and Gibbon. The two groups—publishers and readers—named eight of the same newspapers, all highly reputed. *Not one* of these favored newspapers* answered the survey, *Newsweek* points out. "Total circulation of all the papers mentioned at the top of the Bernays balloting is only 4,265,000 out of a national total of more than 54,000,000," the magazine reminds us.

The novice practitioner of PR may well puzzle: Is *that* the response leading newspapers will give to a highly-publicized veteran in the field, with his reputation and experience? Why?

Tbe obvious point

The obvious point, often overlooked, is that the seasoned brass of the large newspapers do not yet differentiate professionally between a PR counselor and a press agent.

Younger men on city desks of newspapers, as well as young reporters and feature writers, have in recent years come to accept without suspicion the aid of the PR man in marshalling information, getting desired answers from business executives, and even especially-posed photographs of them. And this newer blood among the Fourth Estate is not opposed to calling the quondam collaborator "a PR man." But it is a different matter with the hard-bitten veteran newspaper executive.

When Ivy L. Lee first operated his historic publicity bureau, he is said to have told a reporter that he was a "press service agent." The publishing brass of the day left out the word "service," and the term "press agent" stuck. And around that time, and somewhat later, the "press agent" did not enjoy great popularity. Apart from the fellow ballyhooing the Great Western Shows with 18 carloads of animal acts and freaks, the "press agent" was not only often suspect but frequently damned.

EARLE FERRIS was the last President of the National Association of Public Relations Counsel, one of PRSA's two parent bodies, and he was the first Board Chairman of the Public Relations Society of America.

"Press agent" blamed

For one thing, in New York and Boston, he began preventing the press from seeing his principal. That did not endear him. Furthermore, few reporters cared passionately for the handout, any more than they welcomed the curt forthrightness of a mimeographed "Mr. Bigbrain has no statement to make at this time." All this, be it remembered, was blamed on someone called a "press agent." Small wonder the newspaper fraternity had dropped the word "service" from the original designation; his "service" to the newspapers then was hardly impressive from their standpoint.

As the years rolled by, the press agent became one who operated a publicity bureau, and hopefully called himself "a publicity man." Then he began to be known as "a public relations counselor," and with the new appellation came new activities.

There is no gainsaying the fact that the modern PR counselor has indeed added and polished methods far beyond the ken of the turn-of-the-century press agent. Yet, although his accomplishments in the fields of advising, propaganda, and influencing public taste may far exceed not only the achievements of his *fin-de-siecle* counterpart—and even those of many university professors—to quite a few veteran newspaper executives he will still be a "press agent."

Ostrich fallacy

And, to return to the survey reported in *Newsweek,* isn't it obvious that such aforesaid v.n.e.'s would be very unlikely to answer a survey questionnaire from a press agent (however famous)? It is an ostrich fallacy—to assume that all groups outside the PR field accept our own chosen appellation—and it is well for the novices in PR to be sure they keep their heads out of the sand.

(*Continued on page 20*)

* Of the top ten, eight were on both lists: *The New York Times, New York Herald Tribune, Christian Science Monitor, St. Louis Post Dispatch, Louisville Courier Journal, Kansas City Star, The Washington Post,* and *The Baltimore Sun.* Publishers also liked the *Chicago Daily News* and *The Milwaukee Journal.* Two others were added to the list by readers: *The New York World-Telegram & Sun,* and *The Cleveland Plain Dealer.*

Where your successor will learn about PR

(*Continued from page 15*)

Army's public information program along with a somewhat larger number for industry, higher education, and social agencies and associations. Each graduate program is tailored to a fairly specific PR goal, something our philosophy of flexibility permits.

The graduate student builds on this undergraduate foundation, strengthened by experience in journalism, a specialized program embracing advanced public opinion courses, media analysis and research, public opinion research methods, a seminar and research projects in public relations, and advanced liberal arts courses. The latter will include advanced industrial psychology, collective bargaining, politics and pressure groups, history of American thought, government and business, personnel management, capitalism and socialism, public administration, etc. No rigid outline of courses is prescribed for either the graduate or undergraduate student. We try to keep the course work for both groups flexible so that each student's program may be tailored to his needs, interests, and abilities. Each graduate student training for PR writes his master's thesis in this field. A real graduate program must emphasize research.

One misconception

Too many PR men (and newspaper editors, too, for that matter) still debate the merits of which is the best preparation: "a journalism education *or* a liberal arts education" as though it were an either/or proposition. (This indicates, incidentally, that schools of journalism have not done a good job of public relations for themselves among the professions.) In the good schools of journalism, journalism is now broadly conceived as embracing all phases of communication in a complicated society—not just the tricks and techniques of newspapering. Because of this misconception, many PR men are fearful of training programs centered in schools of journalism.

One of the critics of this journalism-centered theory of PR training is William H. Baldwin, whom we at Wisconsin proudly claim as an alumnus. Mr. Baldwin, writing in the September, 1951, PUBLIC RELATIONS JOURNAL, said that "it is submitted that the attachment of formal education for PR to that for journalism is as inappropriate as would be the establishment in schools for barbers of chairs of surgery, because barbers were the first to practice surgery." This analogy simply doesn't stand up. True, barbers are no longer recruited as surgeons. But PR recruits, for the most part, continue to come from the newsrooms and advertising field, just as they did in the pioneer days of Ivy Lee, J. I. C. Clarke, James Ellsworth Drummond, and Pendleton Dudley. An ability to communicate and skill in gaining access to the mass media are still prime requisities in this field.

Basic function overlooked

Mr. Baldwin goes on to say, "Too close identification of PR with journalism (which, after all, provides only one of the modern media of communication) overlooks the basic function of public relations counseling and ties its practitioners to measurement of their performance in terms of clippings." (At Wisconsin the PR student has the opportunity to train himself for newspaper work, magazine work, radio work, and in the use of visual aids, including motion pictures.) Bruce Watson, Assistant Director of PR for General Foods, shares Mr. Baldwin's concern on this point.

In his article in the May, 1952, PUBLIC RELATIONS JOURNAL he said: "There is a disturbing note to me in this result (marked preference for school of journalism graduates among PR employers), disturbing in that there is the implication that public relations is journalism and that the period of formal education leading up to a career in public relations is necessarily ideally spent studying the technical aspects of journalism."

Wisconsin disagrees

We hold such views wrong on two counts. *First*, sound journalism education today embraces much more than newspapering. As previously indicated, the journalism graduate spends one-third of his time on journalism courses, two-thirds on liberal arts courses. Of the one-third time given to journalism, roughly half is used in techniques courses. The average Wisconsin graduate spends about one-sixth of his college career "studying the technical aspects of journalism."

Second, we maintain that skill and knowledge in communications are the basic foundation of public relations as it is practiced today. At Wisconsin the emphasis is put on reception of information and its consequences, as well as on its dissemination. The pitch, throughout, is on two-way *communication*.

Another mistake

Another mistaken view, in our opinion, is the notion that the public relations student should take specially pitched courses in the social sciences. Mr. Baldwin asks for "courses in practical and social economics, which will be designed to specifically reflect the public relations approach." The late Henry C. Link, in his last article in the PUBLIC RELATIONS JOURNAL wrote: ". . . the schools of public relations will not find the content of their courses ready made. The existing (social science) courses . . . are not adequate for the preparation of a good public relations man."

Tailor-made courses rejected

At Wisconsin we flatly reject this idea of tailor-made courses in history, political science, sociology, etc., for PR students for three reasons. *First*, the idea smacks too much of indoctrination, too little of education. We don't think a PR training program should be the tail to any particular group's kite. Most university educators take the stand that "the business of a university is to educate, not to indoctrinate, its students." *Second*, no university can afford, nor will be able to afford in the foreseeable future, sufficient topflight talent to offer duplicating courses in the social sciences. *Third*, we do not think this matter of specifically slanted courses at the college level is as important in fashioning the wisdom and knowledge a PR man needs in counseling clients as is sometimes assumed. We believe that the values and judgment the counselor needs to serve administrators comes from a basic liberal arts education, continued self-education, native intelligence, and the wisdom that experience brings. Such knowledge is not to be found, ready-made, in any three-credit course or a series of three-credit courses.

Which of these views is valid only time will tell. All of us, pretty much, are still feeling our way toward a PR training program that will adequately serve the needs of this emerging profession. • •

Question of the month

(*Continued from page 7*)

would be made to anticipate the opportunity that was being brought to them. Instead, the school made little or no preparation, our coming created serious confusion and the students chose the assemblies they attended by the rather dubious standard of determining first if their current boy friend or girl friend had made the same selection.

"Out of our experience came many lasting impressions. In the operation of any school program since 'Project Confusion,' we have been very careful to do a good part of our planning on the school property. Our staff people have learned to be very diplomatic but also very firm about the mechanics of handling the job once it is under way.

"We are convinced that there exists a great opportunity for industry in 'Career Day' program participation, but that a basic element in making for success is enthusiastic and enlightened preparation at the school. Our fingers were burned pretty badly in learning that you can't accomplish this with polite letters and inquisitive telephone calls. Let it be said for the record that like all flops, 'Project Confusion' had its good result. Since its execution, this organization has not been responsible for a failure of any comparable dimensions."

Far-sighted preparation

Almost all of the PRSA members who answered this month's question were agreed on the necessity for careful and far-sighted preparation. As one of them put it, "And yet it is the unfortunate fact that many public relations programs are wasted because of inadequate survey and initial planning."

Another reason for public relations failures is a lack of basic integrity. One of our correspondents describes the efforts of some well-intentioned outdoorsmen who agreed to serve as official spokesmen in their state legislature for a federation of hunting and fishing clubs. The reputation of the group, however, became rather unsavory.

Later on when this same organization employed a public relations firm to develop a decidedly worth-while conservation project, they could not obtain the necessary financial support because the reputation of the sponsoring group had not been improved to the satisfaction of the public. The writer concludes: "The PR lesson learned in the failure of this project was that the integrity of both the project and its sponsors must be above reproach."

PR awareness blunted

It has been often pointed out that management is so concerned with problems of production, distribution, accounting, and so on, that its public relations awareness is blunted. The following letter develops this subject as a reason for failure: "Fortunately, we have yet to have our first full-fledged flop. There have, however, been instances where we did not receive the desired results in a portion of the program. To this I have only one answer and that is the failure, on the part of management, to have the problem handled from a public relations viewpoint. Everything that involves the public *must* be considered in the light of—is it good public relations or bad. What will the long-range effects be, as well as the immediate results? If management fails to consider these questions, then failure sometimes results. One thing which I have found to be of value is the fact that the minority must be considered.

"The old saying 'it's the squeaky wheel that gets the grease,' has some merit. The minority on a given question usually consists of those who are on the losing end of the question. This minority can do a lot of damage to a PR program, so they must be considered. This is as it should be. I do not say we should let the minority have its way. They should, however, be made to feel that the program was intended for all. The better selling job we do on the minority, the more we will have in the majority next time."

Reasons for failure

From the examples cited, it is apparent that inadequate preparation is the greatest single cause of public relations flops. Other reasons for failure are: objectives not clearly defined in advance; not enough coordination of various participating agencies or groups; attempting too much with the existing organization, funds, or other resources; using a poor idea to begin with, i.e., one which does not deserve to succeed; inept and/or inexperienced leadership and direction; and failure to think the whole project through before getting started. • •

How we did it—

(*Continued from page 8*)

symbol of your industry and loyalty to your job.

"Certainly you must realize that no project as large as this could have been accomplished without your wholehearted efforts—without the 'know-how' which each of you has put into your individual jobs. You have performed well."

The presentation was made in the SPEMBSE Spectators Gallery (Society for the Promotion and Encouragement of More and Better Sidewalk Engineers), deluxe facilities set-up for Sidewalk Engineers.

To date the results have been very satisfactory. Labor organizations expressed considerable interest. Other contractors, hearing of the presentation, not only had kind words but expressed the hope that the contractors themselves might be eligible. A special award certificate has been designed for contracting firms operating on the huge project.

Present plans call for all workmen participating on all phases of the construction to receive similar certificates of appreciation from the bank. Certainly there has been little up to this date that has created as much favorable comment and goodwill as has the recognition given these workmen on this construction project . . . once again proving that banks are friendly and human—not cold and calculating institutions. • •

PR and the church

(*Continued from page 11*)

guarantees of "life, liberty, and the pursuit of happiness" will remain only as long as the Gibraltar of Christianity can withstand the onslaught of Communism and Fascism.

Compared then to what we ought to be doing in this respect, public relations people are only partly awake. But it is not entirely the fault of public relations. The responsibility of churchmen is equally as great. The clergyman who fails to use the "know-how" of the experienced public relations counselor is making use of only a small part of his potential resources. Nor is it suggested that the church necessarily pay for this help. Let this be our contribution to the public welfare in the fight for freedom and democracy. • •

"Trash" into Treasure — PR

A college professor calls on PR people to send their "waste" material to teachers for student use

By G. Willard Freeman

Assistant Professor of Business Administration
Stetson College

EVERY DAY your office boys throw out basketfuls of material that might easily be turned into pure gold. Into PR gold, that is.

What is this material? And how can it be useful? Let's answer the second question first. For this waste is material that clutters up your stock rooms and storage files, when it might better be turned over to college instructors for use in their classrooms.

Some of it would be useful to teachers of Public Relations—men and women that members of PRSA very much want to help. But there are other members of college and university faculties who'd gladly welcome other parts of your trash as treasure: teachers of Advertising, Business English, Commercial Art, Journalism, Language, and Social Science.

There are probably many others. But I've seen instructors in these six fields mine the kitchen middens of business to the enrichment of their students.

What sort of material can they use? "Can they use" are cold words to describe the longing of instructors for this office clutter. They're starving for it. Let's take a turn around your headquarters and see what you have available right now.

In that storage room at the end of the hall there's a trove: presentations, flip charts and "big black books" that were used last year—or was it in 1950? Or maybe '49? You've kept them because a lot of money went into their preparation, and you thought *maybe* you'd be asked to produce them once again. The man for whom they were first made *might* be called on to make a speech about "how we did it" before the Marketing Association.

Open the packages!

Open up the tightly sealed packages. You find the contents sadly out of date. But compare them with the half-page illustrations of audio visual aids in the average college textbook. By comparison, they're modernity itself. Not only are your charts and flip charts more nearly currently up to date, they're full size. And they're *the real thing*, not just a picture.

(Try describing a flip chart to someone who never saw one. Explain how the illustrations are handled, how the story flows from one chart to another. And expound the mechanics of the hinged top, the bottom that is folded under and buttoned tight. Attempt these explanations and then, by way of contrast, *show* a sample. Yes, even a five-year-old sample. In my classes I long used a particularly good one that was first produced nearly 16 years ago!)

What are those dust-covered bundles down on the bottom shelf of your stock room? Aren't they over-runs of releases covering your president's speech when he was presented with the British Order? Of course you suspected he'd want one from time to time after the printed copies all ran out. Hasn't it been at least two years since he asked for the last one? Think what an instructor in Journalism would give for them.

About over-runs of releases, remember this: Any teacher of Public Relations would much prefer actual samples that you had sent out—even if they met with poor pick-up—to mere reproductions in a printed text book.

Other kinds of material are invaluable, too. You should have heard how a teacher of Business English whooped when I handed him an old, battered correspondence manual that I had mooched from a friend in trade. The old copies were being called in and replaced with a new, up-to-date edition. But to the teacher, they were real treasure.

Commercial printed matter

And you'd be surprised how refreshing it is to an instructor in modern language to lay hands on samples of present-day commercial printed matter: catalogs, folders, house magazines and even calendars and blotters. I remember the joy of one teacher when he received a supply of export folders designed to sell tires. They were in Spanish, and there were four editions designed for use in various parts of Latin America. The only differences among them were textual: One edition featured *gomas*, another *llantas*, a third *pneumaticos* while a fourth was devoted to *pneus*. There were enough variations in dialect to make the students realize that while Castilian might be the literary language of the Hispanic peoples, something else was needed for day-to-day communication. Has *your* Export Department outdated printed matter it could supply in bulk?

How many times does your Indus-

G. Willard Freeman

Dr. G. Willard Freeman has been a copy-contact executive of Marschalk and Pratt, New York advertising agency, for 22 years. In 1946 he took a leave of absence to go to Florida because of ill health. While there he was offered an opportunity to teach classes in public relations and advertising at Rollins College at Winter Park. Since that time PRSA member Freeman has spent his winters teaching there, returning to Marschalk and Pratt for the summer months. This year he has transferred to the School of Business at Stetson University, Deland, Florida, as an Associate Professor.

trial Relations Department get out a new edition of *Your Job With Mammoth*? Did you send the old, outdated copies to be burned under the boilers? Why not send them to light a fire under students who are studying Personnel Management or Industrial Relations?

And as for courses in Advertising: at a meeting of the AFA I heard a professor in that subject, from a state university with 20,000 students enrolled, literally beg, "Won't you send us the tissue roughs, the first and second and third versions of copy; send us schedules and estimates—any actual material, even if it contains errors and is being thrown away because of that. Just send us *anything* out of your wastebaskets."

Advertising material

You know the members of your Advertising Department. They could disgorge old listening surveys, coverage reports, reports of field trips, miniatures of outdoor posters, dozens, scores, hundreds of pieces of material that would be worth their weight in platinum to instructors.

Think of all the television "TVR's" that clutter up film vaults, the platters of recorded programs. Why they are saved, nobody knows. For they sell products that have since been so greatly improved that no out-of-date sales message is worth the wax it's scratched on or the kinescope film that went into its making.

Your advertising agency, too, would be glad to turn over to you bales of such material, together with countless copies of commercials, mats, electros,—all the dunnage of advertising that has "run" and accomplished its job. The American Association of Advertising Agencies urges its members to help teachers of Advertising with such material, directly. So do some of the media associations. But your agency cannot release its clients' advertising—even for such a worthy purpose—without formal authorization.

Social science teachers

While you are considering what might be done, don't overlook the teachers of the Social Sciences. Your company may be justifiably proud of its work in employee education, company housing, industrial medicine, job counseling, preparation for retirement or many another socially useful activity.

If you are fortunate you may find an enlightened social scientist interested in contemporary anthropology who would be more than casually interested in these corporate accomplishments. If you can provide him with bulk quantities of printed material used in explaining or furthering these activities, he may elect to use them. At least you can expose him to them.

In fact, it's probably just as well to go warily about offering your troves of hidden treasure to any academic you do not know personally. Obviously this material is not designed for collegiate distribution. For one thing it's not specifically organized for academic use. That being so, perhaps the most effective way to dispose of it is the natural one. Use your personal contacts, and if you have more copies to offer than one man can use, see if you can't work through him to reach others.

That is the way it has worked with me. In my work, I have importuned friends and acquaintances for various types of "waste" material that I badly needed. They, in turn, have been able through me to reach teachers I know in nearby colleges and universities.

Business and education interchange

It has long seemed to me that any friendly interchange between business and education would be a valuable public relations accomplishment. When businessmen come in contact with teachers without prejudice, they often find they *like* teachers. And faculty members find they enjoy getting to know industrial executives.

There are undoubtedly better ways to get to know one another—including post graduate brush-up courses and employment programs in which faculty members are given vacation jobs by industry. But aside from these, I know of no program that is so inexpensive, so free from any chance of suspicion or misunderstanding, or so generally effective as this natural, neighborly interchange. You provide the teacher something that helps make his work easier and more effective. From it, he and his students get to know you and your company in a normal and friendly way.

That's considerable of an achievement to be built on material too trifling in value to be worth keeping, yet too valuable to throw away. Why not make a note, right now, to see how much of this "treasure" there is hidden around *your* office? • •

Overlooking the obvious

(Continued from page 16)

Obviously, a long-experienced expert like Mr. Bernays is aware of this, and did not expect anything like a majority—or even half—of the leading newspaper executives queried to reply to his letters. But the younger, less experienced laborers in the vineyard need to learn this.

Press agentry—an arm of PR

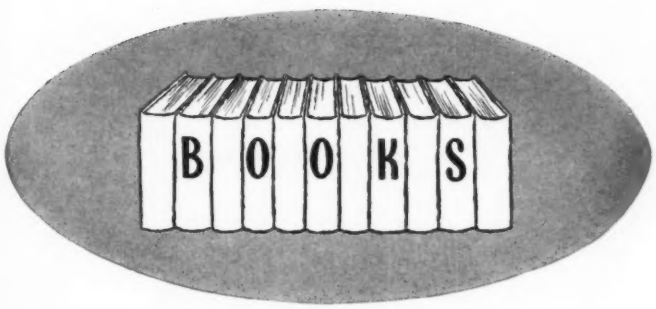
It is strange and unfair that opprobrium has been attached to the name of "press agent" by many who are just that, as well as by persons in other professions. But there is no reason for the press agent to disappear—or to hide behind a cloak of fake nomenclature. Press agentry, or publicity, is an arm of public relations and a legitimate one, just as is advice to the board chairman at the quarterly meeting table. No less astute a practitioner than Pendleton Dudley said recently that what PR needs is not fewer press agents but more and better ones.

Until the day dawns when PR is universally placed alongside medicine and the law and hailed, not by its own workers, but by all valid accrediting sources, as a "profession," it will remain at least in part a service business. And a service business has agents as well as directors.

Publicity—a necessary ingredient

Over the years, I have watched many neophytes in this field eschew the publicity release because they regarded time spent on it as demeaning, or because it was trouble to write, clip, paste it, and analyze its results. To many active today, the mere utterance of oracular advice or opinion is the beginning and the end of their service to a client. Such functioning may suffice for the man who has more or less withdrawn to the special role of a "management counselor." But the "complete PR practitioner" must continue to regard publicity as a part of public relations, because it is obviously a necessary ingredient.

Clients' dollars and counselors' clients have been swept away aimlessly by those who overlook the obvious. Such failures may be described as Operation Ostrich, and no tape-measure is needed to estimate how big a target the exposed remainder of the bird presents while its small head is buried in the sand—and what indignities it may encounter. • •



SHOWMANSHIP IN PUBLIC SPEAKING

By Edward J. Hegarty, McGraw-Hill Book Company, New York, 300 pp., $5.00.

Reviewed by Maxwell E. Benson, Director of Public Relations, General Shoe Corporation.

Showmanship In Public Speaking is the sort of book Ed Lipscomb must have read when he started cutting that wide swathe through the shrimp cocktail regions of America.

Edward J. Hegarty, the author, dips down into the whole bucket of dipsydoodle in passing on to all of us knee-knocking, fear-and-trembling "speakers" just how to wow the most stubbornly defiant audience.

To Mr. Hegarty's credit, he apparently writes out of a considerable experience as a show speaker himself. And that helps. I would have sworn that Mr. Hegarty was sitting in the front row that time I arose to make my talk in Tuscaloosa. I could not smile, I could not unbend; the joke I had practiced in front of the mirror, with my big front teeth gleaming through the gloom of the bedroom back home, slid sickly down my throat. I put on my very best frown, gripped the side of the speaker's stand, and headed for my doom.

Mr. Hegarty could have saved me all this, for showmanship in public speaking was what I needed. I could have had a whole bucket full of pearls to cast before those people, but without a working knowledge of showmanship I might as well have folded up. I would say that Mr. Hegarty is not far wrong.

If there is anything wrong about his book, it may be that he says things too plainly. The truth is that most of us don't want to admit that we can't sleep the night before the very simplest talk; or that we are incapable of demonstrating a sense of humor before an audience. We simply don't like to admit that our knees knock—and our worser side says as we read: "This man wants to make a ham out of me; I don't want any of that showmanship hooey."

At about page 45 you will start becoming honest with yourself. From there on out you will profit from a professional's bag of tricks on what makes a good speech, getting off to the right start, telling a story, getting your audience into your act and how to handle notes. If you read this book you may even learn how to make an audience think you've memorized the whole half-hour thing, when all the time you're frightened out of your wits for fear you've lost a page of the manuscript in front of you.

The book will prove to be a thoroughly practical friend of every PRSA fellow-sufferer who stands anywhere in the shadow of a speaker's stand. • •

PICTURE EDITING

By Stanley Kalish & Clifton C. Edom, Rinehart & Company, New York, 207 pp., $6.00.

Reviewed by W. Radford, Bascome, Jr., Mgr., Publications Dept., Pendray & Company.

This book is written for those photojournalists and others who would like to have a good, basic textbook on the proper methods to use in editing pictures.

The authors of *Picture Editing* are both well-qualified as authors for this type of book. Clifton Edom is Associate Professor in the School of Journalism at the University of Missouri, and Stanley Kalish, former Picture Editor of the *Milwaukee Journal*, is now with the Photo Branch, International Press, U. S. Department of State.

Actually, *Picture Editing* is two books in one. One story is told in the text, the other with pictures. Both are well told, but unfortunately, not too well connected. The method used for caption heads for the pictures requires the reader to jump back and forth with the text.

The choice of picture material is excellent from the standpoint of illustrating the problems, and the text provides the necessary "how-to" information. The best chapter in the book is the one that illustrates the possible basic combinations for a picture page layout. This chapter alone is worth the price of the book, if carefully studied. • •

THE NATION'S LEADING HOUSE MAGAZINES

By The Gebbie Press, New York, 180 pp., 8½ x 11 in., paper covers, $20.

This useful directory lists 1400 major publications claiming a total of 55,000,000 circulation. Only house magazines that seek "outside" PR material are given, and no trade or business publications are included. Covers of most of the magazines treated are attractively reproduced.

Listings are arranged alphabetically by names of companies publishing magazine (and what the company makes or does), as well as data which includes magazine title, name of editor, company address, circulation figure, frequency of issue, type of readership, size and format, type of printing, contributed material desired. • •

THE EDITORIAL DIRECTORY (BUSINESS PUBLICATIONS, 1952 EDITION)

By Jack Galub, The Galub Publishing Co., New York, 118 pp., lithographed 8¼ x 11 in., paper covers, $10.

This 1952 edition describes and analyzes over 1,250 publications in more than 150 fields and industries covered by the nation's business, trade and professional press. The book gives useful descriptions of the different publications' editorial requirements and needs—and each listing includes a description of that publication's editorial approach, as well as a roster of editors and department responsibilities, editorial deadlines and photo, mat or cut requirements. The material has been assembled through cooperation given the volume's editors by the staffs of the nation's business papers and magazines, as well as by research by the Galub organization staff. • •

WALTER W. BELSON (center), Director of PR, American Trucking Associations, Inc., Washington, D. C., who is PRSA's Eastern Regional Vice President, presented the newly granted charter to the Rochester, New York, Chapter, June 16. Officers of the group shown (front row, left) Charles F. Cole, Director of Public Info., Univ. of Rochester, Treasurer; (front row, right) Swayne P. Goodenough, V.P., Lincoln Rochester Trust Co., President; (back row, l. to r.) Warren Phillips, V.P., Harshe-Rotman, Inc., National Director; Thomas F. Robertson, Director of Public Info., Eastman Kodak Co., Vice President; William H. Corwin, PR Director, Taylor Instrument Companies, Secretary.

AT THE FOURTH Annual General Meeting of The Canadian Public Relations Society held in June in Montreal, that Society's trophy for outstanding achievement in public relations work in Canada during the past year was awarded for the first time. Winner of the award was John R. Heron (left), Manager, PR Dept., The Royal Bank of Canada. G. W. Kindersley, President of the Society, is shown making the presentation to Mr. Heron.

NEWS IN VIEW

CHARLES B. COATES, of Coates and McCormick, Inc., New York, was awarded the degree of Doctor of Humane Letters at Temple University's 66th Commencement in June. The honor was granted the PRSA member for his work as Vice Chairman and General Manager of the Citizens Committee for the Hoover Report.

JAMES J. BRENNAN, Civilian Director of Information, Planning and PR, Police Athletic League, New York, received a Ph.D. in Sociology at New York University, June 11. PRSA member entered the New York Police Dept. as a patrolman in 1930, undertook social work studies in evening courses, specializing in juvenile delinquency analysis and crime prevention, earning a B.A. degree from Brooklyn College in 1945, and an M.A. from N. Y. U. in 1947. He is married and has four children.

New PRSA Chapter Presidents

Atlanta Chapter
ALLEN D. ALBERT, JR.
Mgr., Public Relations
Lockheed Aircraft Corp.
Marietta, Ga.

Chicago Chapter
ROBERT P. CAREY
Director of PR
Bozell & Jacobs
Chicago, Ill.

New Orleans Chapter
HORACE RENEGAR
Director of PR
Tulane University
New Orleans, La.

Oklahoma Chapter
CHESTER W. CLEVELAND
Director, Public Relations
Phillips Petroleum Co.
Bartlesville, Okla.

Philadelphia Chapter
FRANKLYN WALTMAN
PR Director
Sun Oil Co.
Philadelphia, Pa.

Fifth annual public relations conference organized

Committee drafts program for national event for PR profession in Washington, November 23-25

Planned as a three-day meeting at Washington's Hotel Statler, November 23-25, the Fifth Annual Public Relations Conference, sponsored by the Public Relations Society of America, is rapidly taking shape with initial group meetings being held in Washington and New York during the summer to develop organization plans and program policies. John L. Dupree, Partner, Ivy Lee and T. J. Ross, New York, is Chairman of the 22-man Annual Conference Committee which is directing the annual fixture, the highlight of the year for the nation's PR people.

PR group sessions re-scheduled

The popular innovation introduced at the 1951 Chicago Conference—group sessions at which public relations interests are identified as to specialty and receive first-hand attention in problem and policy discussions—will be presented in amplified form at the Washington meeting, by request.

The group sessions presently scheduled include: PR consultant and counseling firm services; corporate industrial PR department programs; trade association PR programs; service group PR programs (health, welfare, institutions); public relations teaching; and perhaps one other group being considered for development.

Also to be re-staged in expanded form at this year's meeting is the popular audience-participation "What Would You Do?" PR clinic, which employs a staff of "experts" and a moderator, and entails screen projection of daily hypothetical PR case problems for suggestions and recommended solution by conference discussants. Case history data will be distributed in advance of the session for group study. This event drew heaviest conference approval at the 1951 meeting, as a useful application having practical significance.

As a special feature of the program, and as an adjunct to the general and group session deliberations, a special exhibits area is being organized—called a Communications Congress—where commercial exhibits of the latest developments in tools and services for application in PR practice will be displayed. These exhibits will range from visual aids to institutional program presentations. Additionally the area will contain specially prepared booths having special public relations significance and application that the Society's Public Relations Program Committee is developing for interest and "take-home value" to conference attendants.

General sessions

General sessions will include a forum of importance relating to national government public relations policies, review of professional developments of the year, a special session for chapter program and organization development, a membership business meeting and meetings of the governing bodies and working committees of the Society. Several national leaders will address the conference sessions, the Committee indicated.

The Annual Dinner, leading social event of the conference, is presently planned for Monday evening, November 23, in the Statler's Presidential Ballroom.

Many innovations are being planned

(*Continued on page 26*)

Journal subscription and advertising rates increased

Effective September 1, 1952, the PUBLIC RELATIONS JOURNAL subscription rates will be increased to $7.50 per year ($8.50 foreign), it has been announced by PRSA's Publications Board, of which John W. Hill is Chairman. Single copies are increased from $.50 to $.75. The new rate applies only to non-member subscribers as PRSA members receive the magazine as part of their membership dues service.

Simultaneously it was announced that display advertising rates will be increased to $250 per page, effective January 1, 1953. Advertisers presently holding contracts which expire on or before December 31, 1952 will be entitled on request to renew for one year at the old rate; and those holding contracts which expire during the 1953 calendar year will be entitled to renew at the current rate for the balance of that year.

There is no change in space rate for PRSA member firm listings in the JOURNAL's Professional Directory, nor in the classified advertising section of the magazine.

Increases in rates—the first in seven years in subscriptions, and the first in three years in display advertising—were necessary to meet sharply rising costs of production and distribution of the magazine, the Publications Board Chairman pointed out. • •

PRSA CALENDAR

September 24, 1952—Mid-South Chapter Public Relations Conference, Memphis, Tenn.

September 25, 1952 – Third Annual Southern Public Relations Conference, Tulane University, New Orleans, La.

September 26-27, 1952—Fall Meeting, PRSA Board of Directors, St. Charles Hotel, New Orleans, Louisiana.

November 23-25, 1952 – PRSA Fifth Annual Conference, Hotel Statler, Washington, D. C.

Membership Postings

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 2 West 46th Street, New York 36.

Active Membership

George A. Brakeley, Jr., President, Brakeley & Roberts Ltd. 627 Dorchester St. West, Montreal 2, Quebec, Canada. Sponsors: John Price Jones and E. R. Leibert.

Robert W. Boggs, Asst. Mgr., General Publicity Dept., Union Carbide and Carbon Corp., 30 E. 42nd St., N. Y. 17, N. Y. Sponsors: Thomas C. Fetherston and Albert D. Freiberg.

John L. Briggs, V.P.-Director of PR, Southland Life Insurance Co., 1416 Commerce St., Dallas 1, Texas. Sponsors: Rex V. Lentz and Ayres Compton.

A. Cyril Daldy, Mgr. of School and College Service, PR Dept., Sun Oil Co., 1600 Walnut St., Philadelphia 3, Pa. Sponsors: William W. Weston and Robert G. Wilder.

Athel F. Denham, President, Denham & Co., Book Bldg., Detroit 26, Mich. Sponsors: W. H. McGaughey and G. H. Cummings.

Theodore M. Forbes, Sr., Executive V. P., Cotton Manufacturers Association of Georgia, 740 Citizens and Southern National Bank Bldg., Atlanta 3, Ga. Sponsors: James H. Cobb and Felton Gordon.

Boone T. Guyton, PR Director, Norden Instruments, Inc., Milford, Conn. Sponsors: Stanley F. Withe and T. Holton Hoare.

Caroline Harrison, Director of PR, Museum of Science, Science Park, Boston 14, Mass. Sponsors: Donald B. McCammond and Ten Eyck Lansing.

Raymond E. Hayes, Mgr., Los Angeles Office and Ass't Regional Mgr., General Motors Corp., Dept. of PR, 3440 Wilshire Blvd., Los Angeles 5, Cal. Sponsors: Glenn E. Carter and David L. Coale.

R. Horton Henry, Director of PR, Fletcher Aviation Corp., 190 W. Colorado Blvd., Pasadena, Cal. Sponsors: William J. Miller and Harold P. Levy.

Mrs. Verna A. Hickman, Administrator of Information & Field Services, Golden State Mutual Life Insurance Co., 19999 W. Adams Blvd., Los Angeles 18, Cal. Sponsors: Harold P. Levy and Edward F. Baumer.

K. C. Ingram, Ass't to the President, Southern Pacific Co., 65 Market St., San Francisco 5, Cal. Sponsors: George M. Crowson and Rex F. Harlow.

A. J. Kuhlmann, Executive Secretary, Orleans Parish Medical Society, 1430 Tulane Ave., New Orleans 12, La. Sponsors: Horace Renegar and Roy M. Schwarz.

Harlan Logan, Director of PR, Corning Glass Works, 718 Fifth Ave., N. Y. 19, N. Y. Sponsors: Pendleton Dudley and John L. Dupree.

Newell E. Loomis, V. P., Michigan Consolidated Gas Co., 415 Clifford St., Detroit 26, Mich. Sponsors: Henry A. Montgomery and Edwin J. Smith.

James D. MacFarland, Ass't to V. P.-Public Relations, Southern Counties Gas Company of California, 810 South Flower St., Los Angeles 17, Cal. Sponsors: David L. Coale and Paul K. Walp.

J. Mattox, Jr., Director of PR, Louisiana State University, Baton Rouge 3, La. Sponsors: Jack Gould and Horace Renegar.

John K. Murphy, Supervisor of Community Relations, Pennsylvania Railroad Co., 1617 Pennsylvania Blvd., Philadelphia 4, Pa. Sponsors: Ralph C. Champlin and Franklyn Waltman.

Charles Nutter, Managing Director, International House, 607 Gravier St., New Orleans, La. Sponsors: Horace Renegar and Larry O. Guerin.

Ransom P. Rathbun, Mgr., Eastern Division, National Association of Manufacturers, 14 W. 49th St., N. Y. 20, N. Y. Sponsors: John T. Thacher and Charles E. Coe.

P. J. Rinderle, Director of Publicity-Editor, Chamber of Commerce of the New Orleans Area, 315 Camp St., P. O. Box 1460, New Orleans 5, La. Sponsors: Scott Wilson and Horace Renegar.

David U. Snyder, V. P., New York Office, Executive Research, Inc., 500 Fifth Ave., N. Y. 36, N. Y. Sponsors: William G. Werner and John G. Mapes.

K. S. Srinivasan, PR Officer, All India Radio, Broadcasting House, AIR, Parliament Street, New Delhi, India. Sponsors: M. R. Masani and M. Ishwar Raj Mathur.

Howard Stephenson, President, Community Relations, Inc., 10 E. 43rd St., N. Y. 17, N. Y. Sponsors: Brahna C. Hutchins and Merrick Jackson.

Gerald A. Waindel, Mgr., PR and Advertising, Associates Investment Co. and Associates Discount Corp., Associates Bldg., South Bend 24, Ind. Sponsors: Charles C. Greene and George C. Reitinger.

Hayden Weller, Director of PR, The Cooper Union for the Advancement of Science and Art, Cooper Square N. Y. 3, N. Y. Sponsors: Brahna C. Hutchins and Kalman B. Druck.

Robert B. Wolcott, Jr., President, Wolcott & Associates, 612 S. Flower St., Los Angeles 17, Cal. Sponsors: Burns W. Lee and Harold P. Levy.

Associate Membership

Mary Kersey Harvey, Mrs., Director of PR, M. Belmont Ver Standig, Inc., 1917 Eye Street, N. W., Washington 6, D. C. Sponsors: T. R. Sills and Rex F. Harlow.

Carol L. Hills, Instructor in PR, Boston Univ. School of Public Relations and Communications, 84 Exeter St., Boston 16, Mass. Sponsors: V. L. Rankin and Milton Fairman.

James T. Maunders, Ass't Secretary, Detroit Board of Commerce, 320 W. Lafayette, Detroit 26, Mich. Sponsors: J. J. Kaufman and Howard E. Hallas.

Bernard Mazer, Ass't Account Executive, Henry B. Dalby, Inc., 341 Madison Ave.,

(*Continued on page 26*)

A Center for the Production of

COLOR PRINTING FOR ADVERTISERS

Now handling the printing of fifteen house organs

Monotype and linotype; letterpress and lithography, including 4 and 5 color presses: comprehensive binding facilities; imprinting, distribution and mailing service.

Folding and Set-Up Carton Divisions.

Offices in

AKRON • CLEVELAND • DAYTON • DETROIT • PITTSBURGH

The A·L·Garber Company

Printers at Ashland, Ohio

PEOPLE

(•) indicates PRSA members

Howard W. (Wad) Allen • has been named a vice president of Johns-Manville Sales Corp. He will continue duties taken up in 1945 as J-M Corporation PR Director and member of the Chairman of the Board's staff.

Holmes M. Brown • formerly Director of Public Information, Colonial Williamsburg, has joined the PR staff of the Ford Motor Company in Detroit.

Samuel B. Williams • Director of PR, Sylvania Electric Products, Inc., has been appointed Assistant to President.

Joseph A. Ferris • for more than 12 years Director, PR and Publicity, Northwest Air Lines, has been named Vice President - Public Relations, Doughboy Industries, Inc., Richmond, Wisconsin, in charge of the national public relations program for the milling, plastics products machinery and printing company.

Frank M. Leonard • PR Dept., Federal Advertising Agency, New York, has been appointed Manager, Public Relations, D'Arcy Advertising Co.

William W. Wadel • PR Director, Blatz Brewing Co., Milwaukee, has been appointed Administrative Assistant to Sales Director.

John Harvey • PR Account Mgr., John Falkner Arndt & Co., Inc., Philadelphia, has been promoted to PR Director.

Stephen E. Korsen • in Charge of Press Relations, The Borden Company, has been chosen President-elect of the Publicity Club of New York, taking office Sept. 1.

FIRMS

David A. Herman, formerly Publicity Director of Gimbel Brothers, Milwaukee, has joined Ben Barkin & Associates (**Ben Barkin** •), PR consulting firm in that city. Newly organized firm will be known as Barkin, Herman & Associates.

SPEAKERS

John Shaw • Assistant Vice President for PR, American Tel. & Tel. Co., New York, was the main speaker at the public relations session of the American Red Cross national convention in June at Cleveland. He was introduced by **Neil Dalton** • PR Director, *Louisville Courier-Journal,* and PR Chairman of the Louisville Red Cross Chapter, who presided. Panel participants also included **Denny Griswold** • Editor, *Public Relations News.*

Thomas Holton Hoare • Boston PR Consultant who is past President of PRSA's New England Chapter, moderated a forum, "Your Profits and Your Public," at the 28th annual Independent Oil Men's Association of New England.

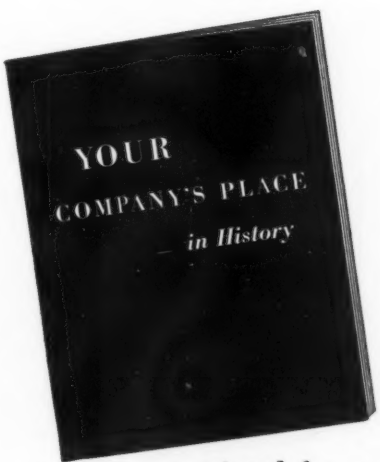
Maurice Feldman • New York PR Consultant, participated July 15 with **H. Eugene Dickhuth,** financial writer of the *New York Herald Tribune,* on a transatlantic round table discussion on public relations arranged by the State Department's "Voice of America" for Austria. Mr. Feldman is a former financial and business news editor of the Viennese Daily, *Der Wiener Tag.*

Main line to Editors

feature

SEND FOR a copy of FEATURE— America's only publicity medium. It reaches leading U. S. editors with your publicity releases.

CENTRAL FEATURE NEWS INC.
1475 Broadway, New York 18, New York
LO. 4-3123



This booklet

reprinted from an article appearing in Public Relations Journal is the key to better, more effective historical work. Write or phone for your free copy.

APPLETON, PARSONS & CO., INC.
52 Vanderbilt Ave., N. Y. 17 • MU 6-0342

DESIGN • RESEARCH • WRITING • PRODUCTION SUPERVISION

PROFESSIONAL DIRECTORY

Listings in Professional Directory are limited to PRSA members.

GARDNER & JONES
public relations • publicity
For special assignments or long range programs
105 WEST MADISON ST.
CHICAGO 2, ILL. STATE 2-5004

HARSHE-ROTMAN, INC.
• Public Relations • Publicity • Product Promotion
8 S. Dearborn, *Chicago* FR. 2-5100
40 E. 49th St., *New York* PL. 5-3100
213 Cutler Bldg., *Roch., N. Y.* Baker 1505
Specialized experience in coordinating public relations activities directly with sales programs.
Founded 1931 M. B. ROTMAN, *Pres.*

CORPORATE INTELLIGENCE *Inc.*
20 Broad Street, New York 5, N. Y.
WHitehall 3-5551

BERTRAND W. HALL & CO.
41 EAST 42ND ST. NEW YORK 17, N. Y.
Specialists in . . .
Financial Public Relations
• Stockholder Relations
• Corporate Development

GARTLEY & ASSOCIATES, Inc.
Financial Public Relations
Counsel and liaison activities between corporate management and investors and financial community opinion leaders (security analysts, investment research staffs, statistical services and the financial press).
68 William Street, New York 5
WHitehall 3-6770

SURVEYS
OPINION RESEARCH CORP.
Princeton, N. J.
Telephone 1-3600

BURNS W. LEE ASSOCIATES
Public Relations Counsellors
Serving Eastern Industry in the Far West
607 S. Hobart Boulevard
Los Angeles 5, Calif.
DUnkirk 8-4131

DOREMUS & COMPANY
Advertising
Public Relations
NEW YORK CHICAGO
BOSTON PHILADELPHIA
SAN FRANCISCO

Membership postings

(*Continued from page 24*)

N. Y. 17, N. Y. Sponsors: Weston Smith and Bertrand W. Hall.

Arthur C. McCarroll, West Coast PR Director, Chrysler Corp., Box 2798, Terminal Annex, Los Angeles 54, Cal. Sponsors: Burns W. Lee and Harold P. Levy.

Associate to Active

William Ruder, Partner, Ruder & Finn Associates, 32 E. 68th St., N. Y. 21, N. Y.

Annual PR Conference

(*Continued from page 23*)

for wives and families outside conference sessions, which will have great appeal in sightseeing opportunities as well as some specially prepared social functions with national capital flavor. These will be announced in detail as plans are completed.

Early hotel reservations are urged by the Committee in the light of advance interest, and room requirements should be communicated direct to: Reservations Dept., Hotel Statler, attention: PRSA Annual Conference.

Advance registration forms will be available from PRSA headquarters prior to September 1, announced by a general mailing to all Society members, and in the JOURNAL. The Committee points out that the meeting is planned for all people having an interest in public relations, and only the PRSA business sessions on Sunday are limited to Society member attendance.

The Annual Conference Committee includes, in addition to Chairman Dupree: Stanley Baar, Barber & Baar Associates, New York; Edward F. Baumer, The Prudential Insurance Company of America (Western Home Office), Los Angeles; Clark Belden, The New England Gas Association, Boston; Guy J. Berghoff, Pittsburgh Plate Glass Company, Pittsburgh; William N. Finnegan, Humble Oil & Refining Co., Houston; Dan J. Forrestal, Monsanto Chemical Company, St. Louis; Richard B. Hall, Richard B. Hall and Associates, Washington, D. C.; John W. Hill, Hill and Knowlton, Inc., New York; Walton Onslow, Onslow and Brown, Washington, D. C.; Virgil L. Rankin, Boston University School of Public Relations and Communications, Boston; Robert Ramspeck, U. S. Civil Service Commission, Washington, D. C.; Horace Renegar, Tulane University, New Orleans, La.; Conger Reynolds, Standard Oil Company (Indiana), Chicago; Carl G. Sedan, Detroit Convention and Tourist Bureau, Detroit; Don Short, PR Counsel, Minneapolis; Leslie C. Stratton, Boy Scouts of America, New York; F. Douglas Tellwright, The Pacific Telephone and Telegraph Co., San Francisco; Franklyn Waltman, Sun Oil Company, Philadelphia; William G. Werner, The Procter and Gamble Co., Cincinnati; Clem Whitaker, Whitaker and Baxter, Chicago; and Sally Woodward, Flanley & Woodward, New York. • •

Chapter notes

CHICAGO CHAPTER

New Officers: **Robert P. Carey,** Director of PR, Bozell and Jacobs, Inc., President; **J. J. Gerber,** Vice Pres. of Northwestern University, 1st Vice Pres.; **Hale Nelson,** Vice Pres., Illinois Bell Telephone Co., 2nd Vice Pres.; **Scott Jones** of Gardner and Jones, 3rd Vice Pres.; **Sam L. Austin,** Director of PR, Chicago Mercantile Exchange, Secretary; and **Oscar Beveridge,** Director of PR, Booz, Allen & Hamilton, Treasurer.

Directors, in addition to the above are: **James E. Bulger,** Chicago Motor Club; **Charles B. Cory,** Chas. B. Cory & Associates; **Don Cowell,** Quaker Oats Co.; **Dale Cox,** International Harvester; **Geo. M. Crowson,** Illinois Central Railroad; **Jos. E. Fitzgerald,** General Motors Corp.; **Geo. C. Reitinger,** Swift and Co.; **Conger Reynolds,** Standard Oil Co., and **Theo. R. Sills** of Theo. R. Sills and Co. • •

CINCINNATI CHAPTER

June meeting: **George J. Kienzle,** Director of PR, Mid-West Division, Borden Company, using a film slide, demonstrated the value of a community public relations campaign conducted by his company. • •

DETROIT CHAPTER

June Meeting: At Detroit Station WWJ-TV studios, chapter members viewed techniques and new developments in television production. • •

MID-SOUTH CHAPTER

The chapter has concluded a sixteen-week Seminar at Little Rock in cooperation with the Division of General Extension, University of Arkansas. Guest lecturers included PRSA members **Paul M. Bunting, Wiley B. Cotten, Jr., Dan J. Forrestal, Donald D. Hoover, Ed Lipscomb, William E. Mankin, William G. Werner.** Audience, limited to thirty, consisted of chapter members and representatives of business organizations of the area. • •

NEW ORLEANS CHAPTER

New officers: **Horace Renegar,** Director of PR, Tulane University, President; **Roy M. Schwarz,** Partner, Fitzgerald Advertising Agency, First Vice President; **Jack Gould,** Gould, Blieden and Manley, Baton Rouge, Second Vice President; **Larry Guerin,** PR Manager, Lykes Bros. Steamship Co., Inc., Secretary-Treasurer; **Wiley B. Cotten, Jr.,** Director of PR, Esso Standard Oil Co., Baton Rouge, member of the chapter Executive Committee; **Scott Wilson,** Scott Wilson and Associates, member PRSA national Board of Directors. • •

SAN FRANCISCO BAY AREA CHAPTER

July meeting: **Dr. Henry F. Grady,** former U. S. Ambassador to India who is President of the San Francisco Federated Fund, and **Will Williams, Jr.,** PR Manager of the organization, spoke on the role of business and industry in assuming a share of the community welfare burden, and the technical aspects of staging such campaigns. • •

SOUTHERN CALIFORNIA CHAPTER

June meeting: **Paul C. Smith,** Editor and General Manager, *San Francisco Chronicle,* just returned from a round-the-world trip which included visiting the Korean front, declared the U. S. should abandon its defensive policy of containment in world propaganda fronts against Communism, and that "psychological warfare should be elevated to the position of our major weapons, with cabinet rank . . . (with) carte blanche to draw on the best minds of our country." • •

TEAMWORK WITH A SMILE——Practicing what PR people preach, PRSA members Robert McDevitt, Mildred Murray and G. Edward Pendray recently gave a luncheon party for all Pendray & Company employees. The occasion marked the seventh anniversary of the founding of the public relations firm. The three partners, pictured together during festivities, hold this affair annually for "the team."

Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings," July issue of the JOURNAL.)

Active Membership

John K. Barnes, Jr.
Kim Beattie
Arthur L. Brandon
Brendan Byrne
William F. Church
Seward A. Covert
Bedford C. Culp
William H. Doherty
W. Kesley Downing
William C. Estler
Alfred E. Greco
Francis V. Koval
Joseph W. LaBine
Mrs. Julia M. Lee
P. K. Macker
Hugh V. Munce
Lester M. Nichols
Leslie K. Pollard
Jacob C. Seidel
Frank Sullivan
Mrs. Katherine Crowley Travis
Gustave F. Utter
Plummer Whipple
Bernard E. Young

Associate Membership

Orville E. Beal
E. Dawson Fisher
Franklin H. Knower
Thomas E. G. Paradine
Richard E. Randall
Hal Reed
Earle L. Slayton
Charles D. Stokes

PRSA ANNUAL CONFERENCE
HOTEL STATLER
WASHINGTON, D. C.
November 23, 24 and 25
OPEN TO BOTH MEMBERS AND NON-MEMBERS

THE HOPPER

Mexican PR organization formed

I have the honor to inform you that the Asociacion Mexicana de Professionales en Relaciones Publicas was founded in Mexico City on February 26, 1952. The Constituent General Assembly was held in the Hotel del Prado and the by-laws approved by twenty of the potential Active Members present. The By-Laws provide that a Board of Directors shall be the governing body of this Society, consisting of twenty Active Members and the Assembly elected those present. The By-Laws provide that the Board of Directors shall elect the Executive Committee and this was constituted with the following persons:

Mr. Frederico Sánchez Fogarty*, President; Mr. Samuel A. Montague*, Treasurer; Mr. Hector Manuel Romero, Secretary; Mr. Andrés J. du Bouchet, Jr.*; Mr. Ricardo Estrada Berg.

Out of these five persons, three must be known to you as they are members of your Society; the other two, as well as others in our Society, may apply for membership to your Society in the near future. We hope thereby to tighten the bonds that already hold together the public relations men of the United States and Mexico.

At the moment our Society has a total of thirty-three Active Members, all of whom assisted in its formation. From now onwards all new members shall have to submit themselves to the requirements of the Eligibility and the Executive Committees.

FEDERICO SANCHEZ FOGARTY.

Agencia Mexicana de Relaciones Publicas, Bolivar, Mexico

(* PRSA members—Editor)

Employee Relations in India

Back in August of last year you very kindly lent your assistance to Mr. Howard Needham, Vice Consul at Madras, India. I thought you might be interested in this portion of a letter I just received from him:

"You will recall Mr. Parthasarathy, Public Relations Director for the South Madras Electric Supply Corp., whom you helped to get in touch with the Public Relations Society of America and other groups. I am enclosing a recent issue of his employee relations house magazine, *Metkem*.

I am really impressed with Mr. Parthasarathy's work. Even in America, too many of these magazines sacrifice all objectivity for the attainment of the employee's approval—even at the expense of dignity and common sense.

One might expect that out here, with employee relations programs only in their embryonic stage, that these questionable practices would be even more prevalent. And to tell the truth they do exist, but Parthasarathy's magazines lead the field and I think justify their position. Parthasarathy is even more alone with respect to support and precedent for his work than is the average US public relations man in his attempt to train a client in PR thinking."

N. J. L. PIEPER

Vice President
National Surety Corp.
New York

Company correspondence manuals

I wonder whether you happen to know of any company correspondence manuals turned out which are particularly outstanding. We are trying to review the matter of format in letters sent out by our various divisions and find very little information along these lines available. . . . I can't help but feel that, even though this is perhaps not a major affair, yet cumulatively the impressions made on the public by letters have an effect. Archaic formats as well as meaningless and outdated forms of expressions and cliches go hand in hand in my book. Any ideas you have will be appreciated.

WILLIAM H. COLLINS

Dravo Corporation
Neville Island
Pittsburgh, Pa.

(Can readers help? — Editor)

PR books requested

As a publicity manager of one of this country's prominent shirt factories, I set myself the task of specializing in public relations. Since good old Europe, however, is not yet really enthusiastic about PR, I have to look further west and try to benefit by the experiences already gathered in this field by US experts.

I wonder whether you publish pamphlets or booklets about this subject or its aspects, and whether you could see your way clear to let me have a copy of them—provided they are freely distributed. This is rather important, since we can hardly get any dollars for buying books for private studying.

M. J. ANEMA

Heemstede
Voorweg 17, Holland

(Can readers help? — Editor)

Must reading

I'm just beginning to catch up with my *must* reading, as I've been away from the office on and off for several months. So I'd like to make this belated request for three copies of the April issue. The PUBLIC RELATIONS JOURNAL is always good reading, but the piece on "Your Chamber of Commerce—a PR Tool" in the April issue is particularly interesting to me. I was recently appointed Chairman of the Public Relations Committee of the Philadelphia Chamber of Commerce and I want to pass the article around to some Chamber of Commerce executives.

B. A. BERGMAN

Director of Public Relations
Publicker Industries, Inc.
Philadelphia, Pa.

CLASSIFIED ADVERTISING

When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL 2 West 46th Street, New York 36, N. Y. Rates: "Positions Wanted" 60c per line, 5-line minimum; "Help Wanted" $1.00 per line, 5-line minimum. Payable in advance.

Positions Wanted

PUBLIC RELATIONS, (EDITORIAL) — New York. Corporation, counsel, or agency. Seven years on national accounts; 4A agency and assistant head 5-man PR editorial department. Full experience all aspects of stockholder, employee, general PR literature, and industrial publicity. Box O-8.

PR ASSISTANT—SEEKS: a staff position in PR department where a sound knowledge of the mechanics of PR and ability to coordinate work of clerical and creative staff will be of value to the organization. OFFERS: ten years diversified experience including product and institutional promotion, writing, contact and all phases of office management. Box H-8.

COMMUNITY—PUBLIC RELATIONS Desire position in promoting community or public relations preferably in New York area with community organization, corporation, trade association. Varied experience for twenty years with important positions in banking, government, community work. Proficient in analysis and reports. Box A-8.

Public Relations Head of small advertising agency is looking for a position with a manufacturer or PR firm. Extensive public relations and editorial experience in trade and industrial field. Age 28; married; willing to relocate. Primary consideration: OPPORTUNITY. Box F-8.

Help Wanted

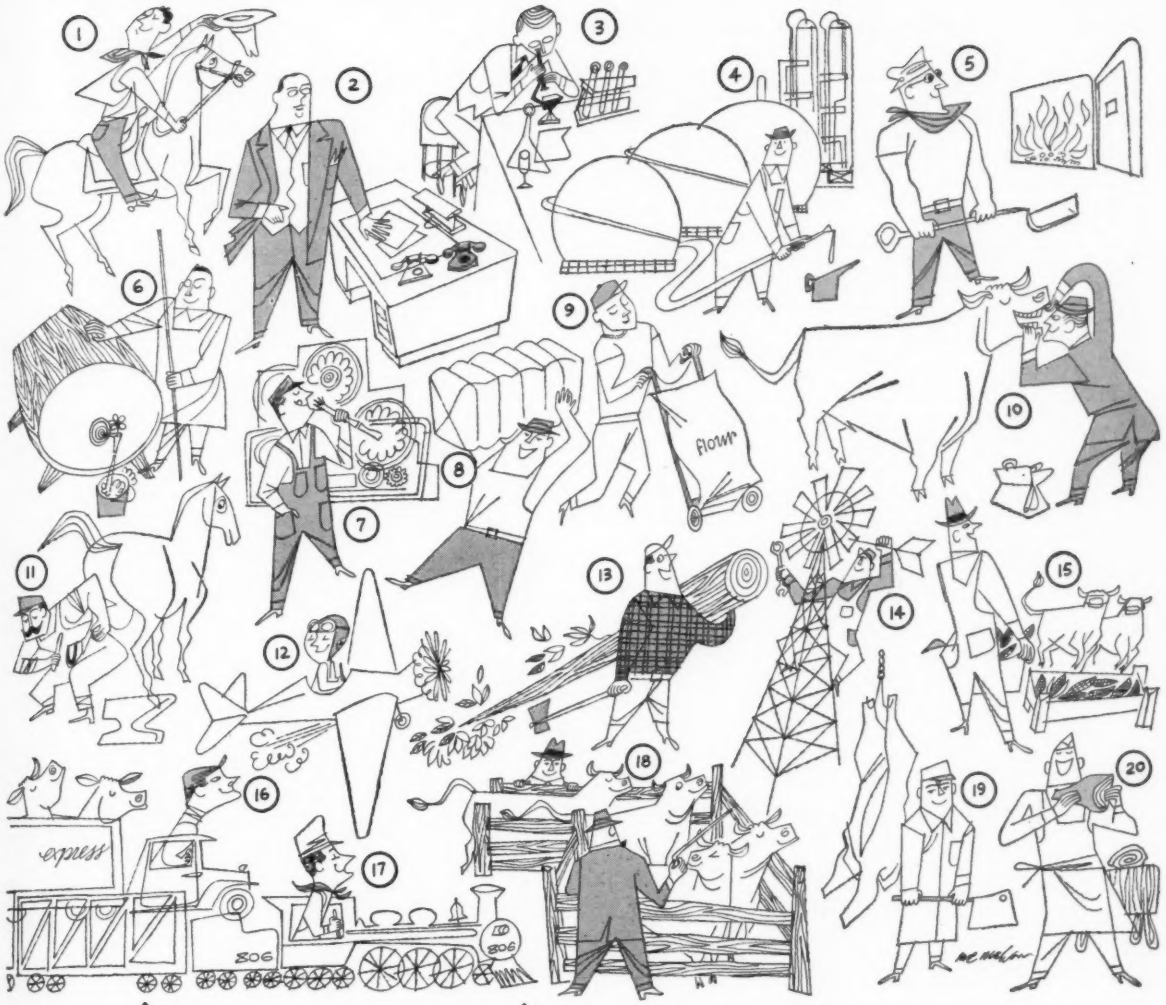
EXECUTIVE DIRECTOR: For young affiliate of national voluntary health organization. Must have knowledge of social agency relationships, organization, program, publicity and some fund raising. Male; pleasing personality; willingness to grow with organization. Salary open. Send resume Box Y-8.

I began subscribing to your fine magazine with the February, 1952 issue. I would appreciate your sending me, with invoice, one copy of your January JOURNAL.

This will make it possible for me to have this year's volumes bound, and will give me a source of excellent reference material.

GEORGE M. WASEM

Ass't., Vice President
Commercial National Bank of Peoria
Peoria, Illinois



How many people does it take to produce a steak?

When you plank the cash on the counter for a slice of sirloin, some of it may represent *your own pay* for the part *you* played in getting that steak to your table.

We'll make ourselves clear.

It takes a lot of people to help produce that steak in this mid-20th-century economy of ours.

The people we've put in the picture above, for instance. And many, many others. Though you may not realize it, some product you, yourself, help make or sell or service may play a part in producing steaks.

1. **The cowboy** or range hand who looks after the cattle.
2. **The banker** who finances land, herd and equipment.
3. **The chemist** who makes insecticides, serums and fertilizers.
4. **The oil refiner** who provides the fuel for the power machinery so many ranchers use.
5. **The steelmaker** who provides a multitude of items, from fencing and branding irons to filing cabinets.
6. **The brewer**
7. **The sugar refiner**
8. **The cotton ginner**
9. **The flour miller**

   who furnish some of the by-products used to make the livestock feeds with which ranchers and feeders supplement grass.
10. **The veterinary** who looks after the health of the cattle.
11. **The blacksmith** who shoes the horses and repairs ranch machinery.
12. **The airplane pilot** who sprays ranges and fields, destroying pests.
13. **The lumberman** who provides the wood for corrals and barns and pens.
14. **The windmiller** who makes the machinery that keeps man-made ranch water holes working.
15. **The feeder** who takes lean range cattle and puts about 25% more beef on them by intensive feeding.
16. **The truck driver**
17. **The railroader**

    who haul cattle to market and meat to you.
18. **The stockyards man** who provides "room and board" for the livestock, and the **commission man** who is sales agent for the producer.
19. **The meat packer** who processes and distributes the beef.
20. **The retailer** who is the final link between all these people . . . and *you*.

American Meat Institute *Headquarters, Chicago • Members throughout the U. S.*

(Advertisement)

52 PRINTED IN U. S. A.
Charles Francis Press

WHAT MAKES COTTON SELL

A score or more fibers—both natural and synthetic—today are engaged in a highly competitive struggle for America's apparel markets. Yet, year after year, the nation's consumers buy twice as much cotton as all other apparel fabrics combined.

What makes cotton so far outsell its competitors?

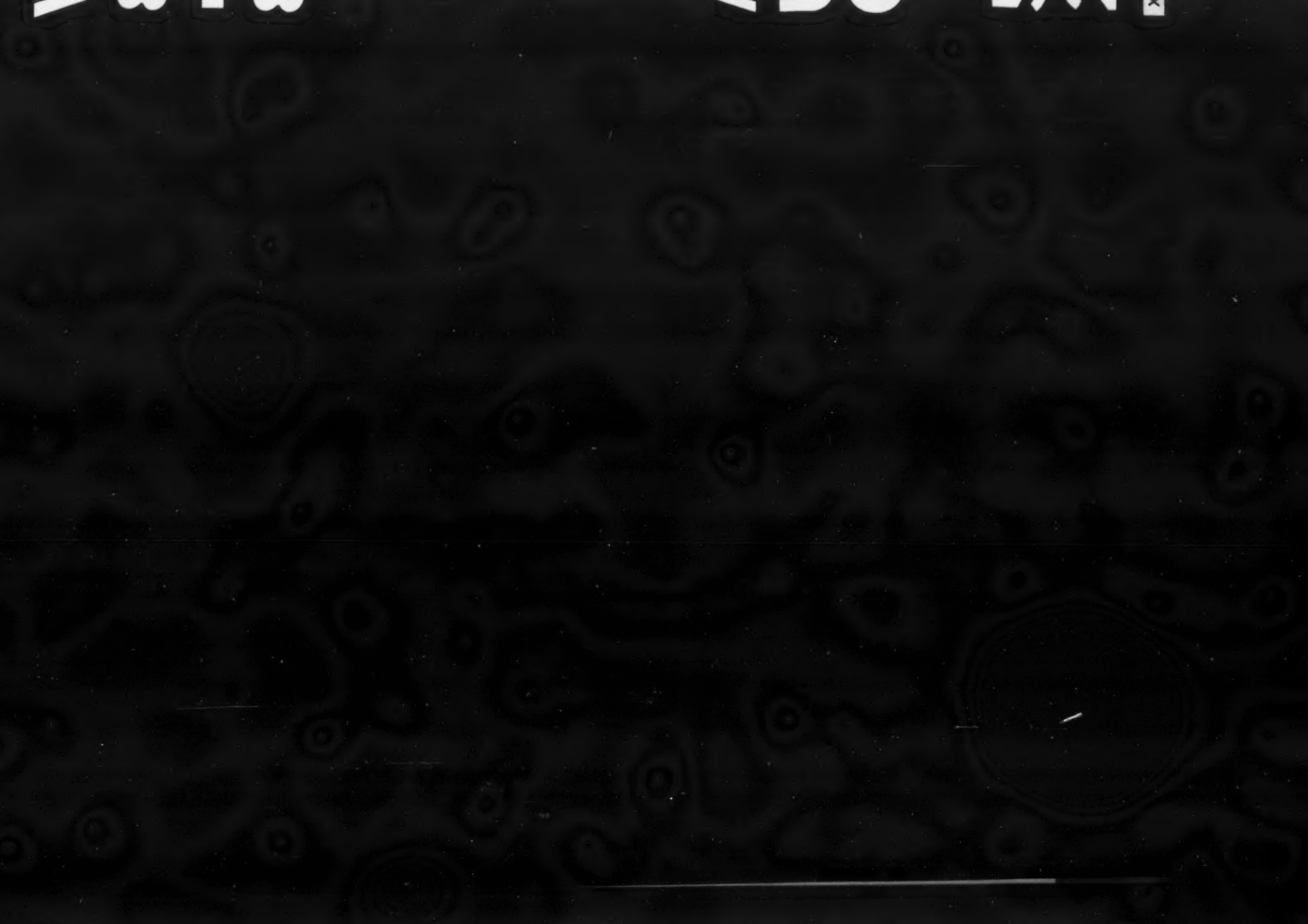
Perhaps the most important reason is the fact that cotton inherently possesses more of the qualities which make a fabric desirable than any of its competitors.

Cotton excels in wearing quality, launderability, heat-resistance, color-fastness, pliancy, strength, permeability, perspiration-resistance, absorbency, and versatility.

Another reason is that cotton has refused to accept as final its superior natural qualities. Instead, it is using the tools of research to give its fiber and fabric outstanding shrink-resistance, flame-resistance, mildew- and rot-resistance, and crease-resistance. And cotton is advancing in the fields of luster and soil-resistance.

Finally, organized cotton is telling the public the story of its quality advantages to an extent hitherto unparalleled in the annals of the industry.

Excellence of natural qualities, advances through science, and solid promotion effort—these are the things which make cotton sell.

These are facts we want America's leading PR men to know about America's leading fiber.

—NATIONAL COTTON COUNCIL